

Appendices

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Appendix 1: Sussex Police Vision for Equality and Diversity

The quality of our services directly affects how successful we are as a police service – communities that are confident in their police are more likely to report crime and act as witnesses. Sussex Police is committed to promoting equality, fairness and respect for all sections of the community; our aim is to provide a service that recognises, understands and applies the experience and needs of all communities in our decision making and service delivery.

We will:

- Deliver a citizen-focused policing service that recognises the needs of different communities and individuals, with Sussex Police actively engaged with the public and our partners.
- Take care to assess the impact of our policies on disability, gender reassignment, race, religion or belief, sex (gender), sexual orientation and wherever appropriate on age, caring responsibilities and marriage or civil partnership.
- Create a working environment where diversity is recognised, valued and celebrated
- Ensure equality of opportunity in our recruitment, selection, appraisal, training and career progression processes
- Strive to employ a workforce that reflects, at all levels, the diversity of the communities of Sussex
- Develop all our staff to realise their full potential.
- Treat all our staff and the people we serve with dignity and respect.

The actions we take to tackle discrimination and promote equality improve the service we provide. We know that a diverse team works more effectively to solve problems, provides a rich variety of approaches and is more innovative in delivering lasting solutions. A diverse workforce and leadership provide a range of benefits which all contribute towards improved organisational performance.

During 2011 we will develop Equality Objectives, involving every business area in Sussex Police, engaging with local people and publishing information to evidence our achievements.

Knowing the communities we serve, engaging with the public to improve service design and delivery, and increasing community confidence link with the business areas of Sussex Police:

- Neighbourhood Policing
- Keeping People Safe
- Best Use of Resources.

Diversity & Inclusion Human Resources Strategy 2011

Introduction

This new Diversity and Inclusion HR Strategy is being introduced for two key reasons. Firstly, as a proactive measure to ensure that we continue to embed diversity throughout the organisation. Secondly, to guarantee that we are focused on our key diversity and inclusion priorities in the uncertain financial times that the organisation are facing. This strategy is focused on what activities take place for our current workforce and to ensure that our employment strategy continues to support an organisation that can help serve Sussex to greatest effect.

This strategy specifically looks to support the third pillar of Serving Sussex, which relates to making best use of resources, but it will also feed into Neighbourhood Policing in terms of ensuring we have a diverse workforce which reflects the communities we serve.

The new strategy fits in with the other key areas of the organisation that have a lead on diversity and inclusion. This strategy is the employment element of our overall Equality & Diversity strategy and will complement the service delivery aspect led by the diversity team and the new force values led by the Corporate Communications department. To ensure that the employment strategy is successful it will need to have a joined up approach with these other units and have the support of key individuals within the organisation.

Current Situation

The national Equality and Diversity strategy for the Police Service is based on a vision of a Police Service that has the trust and confidence of all communities and reflects the communities it serves.

A diverse workforce, and a commitment to positive action and promoting equality, diversity and human rights, delivers a range of benefits which all contribute towards improving the organisation's performance. These benefits include:

- Wide range of information for decision-making and potential solutions
- Enthusiasm to challenge established ways of thinking
- Improvements in the overall quality of the team
- Better staff management, leading to improvements in staff satisfaction, a reduction in the number of employees leaving the service, and fewer grievances and complaints
- Better relationships with the community, resulting in a more effective service
- Better quality services which will increase public confidence

The Equality Standard for the Police Service (ESPS) is a framework for continuous improvement which individual police forces are using to build equality activities into all areas of their business. Three themes provide the framework for improving performance and delivering specific equality results at every level of the police service:

- **Operational Delivery:** Delivering services that are easy to access and that respond to and meet the needs of all communities.
- **People and Culture:** Building a working environment that includes everyone and that encourages all staff to develop and make progress.
- **Organisational Processes:** Building equality into the organisations processes and how the service manages its performance.

As well as both the internal environment of the organisation and the Police Service as a whole, there is a need for a clear strategy due to the legislative changes from

October 2010. The Equality Act 2010 harmonises and replaces previous legislation (such as the Race Relations Act 1976 and the Disability Discrimination Act 1995) and ensures consistency in what we do to ensure our organisation is a fair environment and complies with the law.

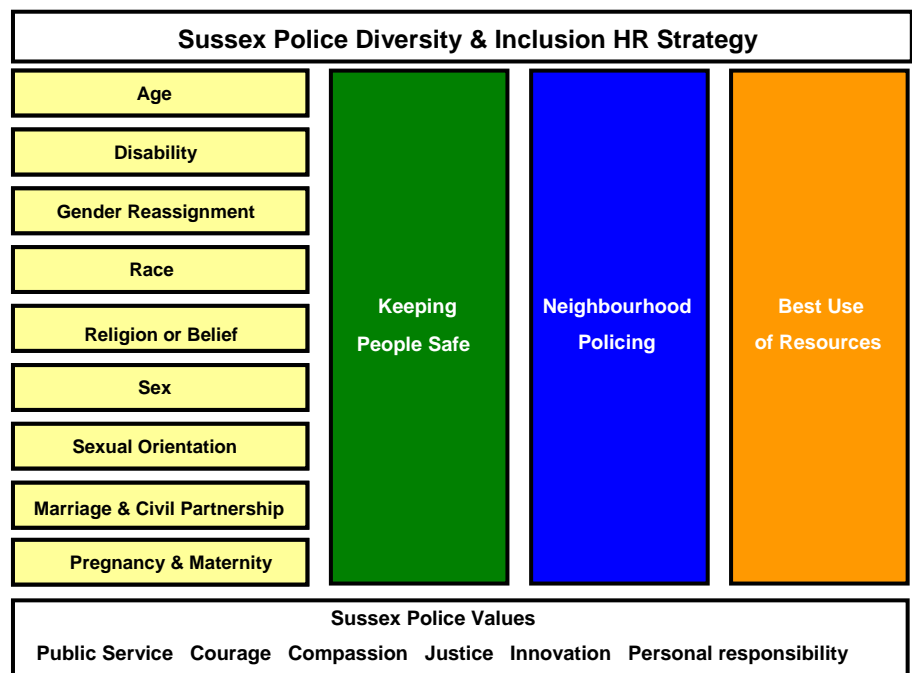
The Equality Act covers the same groups that were protected by existing equality legislation:

- Age
- Disability
- Gender reassignment
- Race
- Religion or belief
- Sex
- Sexual Orientation
- Marriage and civil partnership
- Pregnancy and maternity

There is currently a great deal of activity within Sussex Police around diversity and inclusion which would benefit from greater co-ordination. This includes both varying activity across the organisation between Divisions and Departments and also the work that is being undertaken across the protected characteristics. One of the aims of this strategy therefore is to pull together and make better use of existing practice.

Our Vision

The diagram shows how the different protected characteristics will feed into the three pillars of Serving Sussex, which are all underpinned by the values of Sussex Police. Through this Sussex Police will promote and embed a culture within our organisation which actively values differences and recognises that people from different backgrounds bring valuable insight to the organisation.



Sussex Police aims to be an inclusive organisation, where diversity is valued, respected and built upon, so that we are able to develop and retain a diverse and inclusive workforce at all levels in the organisation that reflects the communities we serve.

By achieving respect for diversity and inclusion within our own organisation as standard, this will then filter through to the way in which we interact with the communities we serve. Our vision of an 'Inside out model', first getting the internal culture of the organisation right so that this can directly impact and improve our front line services.

We will pull together all of the different activities which are currently being carried out by a variety of different areas within the organisation (below). We can then develop a clear strategy of how to embed diversity into the organisation and monitor and review our progress.

Aims and Objectives

With all this information in mind, the key aims and objectives of the Diversity and Inclusion HR Strategy are to:

- Develop and integrate internal and external communication on the Diversity and Inclusion HR strategy and the work that is being carried out to underpin this.
- Accurately monitor the makeup of our workforce so that we can confidently provide reporting at all stages of employment, including recruitment, progression, grievance, discipline and exit data.
- Develop strong working relationships with the Diversity Staff Support Groups (DSSGs); Evolve, Sussex Black Police Association, Gay Police Association - Sussex and the Sussex Police Disability Association. To support and develop these groups to meet their memberships' vision.
- Proactively work in the field of positive action and learning the lessons to increase visibility and awareness throughout the organisation.
- Through having a consistent approach to the activities that underpin this strategy, to improve diversity and inclusion across all disciplines and at all levels with the organisation.

Diversity & Inclusion HR Strategy: Achievements to date:

- Equality Champions and Internal/External reference groups established
- Inclusive policies written and in place; Dignity at Work, Internal Hate Crime, Bullying and Harassment, Flexible Working, Maternity, Paternity & Adoption, Leave, Transgender Employment & Disability Employment
- Guidance on Equality Impact Assessments published
- Diversity training included as part of induction training
- Workshops delivered on Flexible Working
- Forcewide workshop delivered on Disability
- HR Website includes Frequently Asked Questions on Positive Action
- Access Directory and event checklist guidance published
- Stonewall Top 100 inclusion
- Evolve events including regional seminar, part time working seminar and specialist unit open days
- Participation at Texthelp Dyslexia workshop & development of contacts
- Employers Forum on Disability and PLEN membership
- Two Tick Accreditation
- Single Equality Scheme & Action plan
- Environmental scanning
- Equality Standard for the Police Service
- Equal Pay Audit
- Dyslexia Assessment review
- Participation at the ESCC Learning Disability Employment Event & development of contacts
- Attendance at the National Trans Police Association (NTPA) launch
- Spring board conference advertised Forcewide
- Attendance at the SEEFF annual conference
- Promotion of the British Sikh Police Association Forcewide
- Strong community engagement presence at Pride 2010
- Attendance at BTP LINK training and good practice fed back within the organisation
- Training delivered for Diversity Staff Support Groups

Diversity & Inclusion HR Strategy: Activities planned for 2011

- Supporting the work of the Diversity Staff Support Groups (DSSGs) & promoting positive action
- Promotion of SAP Diversity Monitoring and analysis of data for HR policies and practices
- Promotion of NPIA Positive Action Leadership Programme course
- Promotion & running of the mentoring scheme to under represented groups

- Achieving Inclusion in the Workplace Guidance Booklet online resource
- Diversity & Inclusion HR section on HR online
- Exploring training needs for DSSGs including first contact scheme
- Joint Facilities Agreement for all the DSSGs
- Communicating changes in line with Equality Act 2010 and Equality Duty
- Updating retirement policies & processes in line with end of DRA
- Working closely with Employers Forum on Disability to improve internal processes
- Restricted Officer working Group to streamline and improve internal processes
- Action Plans for 2011 following Stonewall feedback from Workplace Equality Index
- Attendance at the Stonewall annual conference & regional events
- HR/Evolve Well Being Workshop March 2011
- Sussex Police team entered for the Stonewall Equality Walk in May 2011

Appendix 2: Partnership Working

Sussex Police is a key contributor to partnerships at various levels throughout Sussex and the region. Leading our partnership work are the three Local Strategic Partnerships covering East and West Sussex County Council areas, and Brighton & Hove City Council.

Police Districts contribute to local community safety priorities as part of their local Community Safety Partnership (CSP). Each CSP will undertake a strategic assessment identifying very local priorities.

Because our 12 policing districts (plus Brighton & Hove) share common boundaries with local councils, we are well structured for CSP activity. Together with CSPs we will build on community consultation as a key theme for the coming year, enabling the identification of issues that matter most to neighbourhoods. We will undertake CSP level confidence surveying this year; this will assist partnerships to better understand what issues cause concern at the local level.

The Community Safety Partnerships are:

Safer Arun Partnership

Adur & Worthing Safer Communities Partnership

Brighton & Hove Community Safety Partnership

Chichester Community Safety Partnership

Safer Crawley Partnership

Eastbourne Crime Reduction Partnership

Safer Hastings Partnership

Horsham District Community Safety Partnership

Lewes Crime Reduction Partnership

Mid Sussex Crime & Disorder Reduction Partnership

Safer Rother Partnership

Safer Wealden Partnership

Appendix 3: Sussex Criminal Justice Board

ACC Nick Wilkinson chairs the strategic criminal justice partnership in Sussex which will focus on delivering efficiencies across the organisations that comprise the Sussex Criminal Justice System (CJS – Sussex Police; Crown Prosecution Service; Her Majesty's Courts Service; Surrey and Sussex Probation Trust; Her Majesty's Prison Service; Youth Offending Services; Criminal Defence Service and defence practitioners.)

Fair and effective justice will underpin our work as we strive to deliver value for money to the public. The previous centrally driven approach through Public Service Agreements is being replaced by locally agreed ambitions in consultation with local partners:

Victims and Witnesses need to feel that they are central to our work as they represent the largest section of the communities that we serve. Effective and proportionate justice will be delivered through Community Resolutions and by providing access to modernised services across the CJS.

A radical overhaul of our criminal justice processes will be necessary if we are to deliver effective services. We will build upon our continuous improvement approach to innovation by working collaboratively with partners in Sussex and surrounding regions.

We will add value to the work of the Local Reducing Re-offending Boards in East Sussex, West Sussex and Brighton & Hove by commissioning research and evaluation of Integrated Offender Management systems to identify good practice and outcomes in respect of justice reinvestment.

We will adopt effective communication channels with staff and the public to promote positive achievements through 2011/12.

Appendix 4: Collaboration

Sussex has been a key partner within the South East Region Collaboration Programme (SERCP) which was set up in 2007 to deliver more effective and efficient services through collaboration. The Programme has successfully created a number of regional Protective Services units that are delivering a good service both from a regional and individual Force perspective whilst realising tangible benefits.

In order to accelerate implementation of collaborative opportunities and hence realisation of the associated benefits, more emphasis is now being placed on bilateral opportunities and from Sussex's perspective this means working more closely with Surrey.

Opportunities for regional collaboration will still be considered and progressed where appropriate to do so and in some cases, collaborations between two forces may be an initial step towards regional or even wider collaboration.

The following table summarises the key areas of Collaboration to date within Protective Services:

Collaboration business area	Lead Force	Progress
Witness Protection	Hampshire	A regional Witness Protection unit came into being on 1st April 2010 under a formal Section 23 Collaboration Agreement.
Covert Operations	Surrey	A regional Covert Operations unit came into being on 1st April 2010 under a formal Section 23 Collaboration Agreement.
Technical Surveillance	Thames Valley	A regional Technical Surveillance unit came into being on 1st April 2010 under a formal Section 23 Collaboration Agreement.
Air Support	Sussex	A consortium providing Air Support to Hampshire, Surrey and Sussex went live on 1st October 2010. A formal Section 23 Collaboration Agreement was signed on 31st Oct 2010.
Serious Organised Crime	Sussex	A Serious Organised Crime Directorate comprising regional intelligence, asset recovery and more recently an enforcement element has been set up in response to the Home Office "Extending Our Reach" report.
South East Counter Terrorism Unit (SECTU)	TVP	A Regional Unit has been created with a dedicated team.
Specialist Crime and Operations	Surrey/Sussex	Surrey and Sussex are scoping opportunities for collaboration across a significant number of units/ departments within specialist crime and operations.

In addition to Protective Services, we are developing options for improving efficiency and effectiveness within organisational support service areas such as Information Technology, Finance and Procurement, Uniform Supplies, Human Resources, Vetting and Legal Services.

Appendix 5: Audit and Inspection Reports

Our fitness to deliver efficient and effective services is assessed by a number of auditors and inspectorates over the year.

Both Sussex Police and Sussex Police Authority (SPA) have been subject to a number of Her Majesty's Inspector of Constabulary (HMIC) inspections during 2010.

As part of a National inspection of police authorities the SPA were jointly inspected in March 2010 by HMIC and Audit Commission (AC). The report graded the authority as 'Performing Adequately' and improving. It highlighted the authorities work in improving the policing in Sussex over the last two years through the appointment of Chief Officers, its clear priority setting for local neighbourhood policing and its effective budget management which helps to ensure that current spending is prioritised and delivering value for money. The report also identifies areas for further development, including the medium/longer term strategic direction of the force and its scrutiny of policing performance.

A copy of this report can be found by following the below link;

<http://www.sussexpa.gov.uk/fileUploads/pdfs/201006 - Police Authority Inspection - Sussex Police Authority v1 2.pdf>

The force was inspected in a number of business areas which included;

Anti-Social Behaviour (ASB) – this included an Ipsos MORI survey of local people who reported ASB incidents to us. This found that more people were 'satisfied that we listened to their concerns and with the information we gave them' than the reports 'national average'.

Police Report Card (PRC) – the report card compares how we perform against other similar forces. Overall Sussex was graded as 'Fair' for 'Local Crime & Policing', 'Protection from Serious Harm' and 'Confidence & Satisfaction'.

Quarterly Force Inspection (QI) – process ensures that HMIC monitors force progress against recommendations made by them in their previous inspection reports. After the last QI HMIC concluded that the force has completed all 'outstanding' recommendations.

The Policing Pledge - On the 26th June 2010, the coalition government announced with immediate effect the 'scrapping' of the 'Policing Pledge' (PP). However, prior to this the force was re-inspected in January 2010 regarding Pledge point 10 'Acknowledging Dissatisfaction'. As a result of this the force grade was increased to 'Fair' which reflected the significant work undertaken to improve in this important area.

The force has also taken part in inspections of our partner agencies and pilot projects; these included an inspection of the local probation service and a HMIC child protection pilot.

HMIC inspection programme for 2011-12

The HMIC planned inspection programme for 2011-12 will include;

Valuing the Police – this inspection will have a clear priority on reducing costs and improving productivity. It will focus on forces preparedness for the future financial environment.

Protective Services inspection.

Multi - Agency Public Protection Arrangements (MAPPA) – this will assess the effectiveness of MAPPA in the management of high & very high risk of harm cases in the community.

Police Custody Centres – with the Prison Service.

All published HMIC reports for Sussex Police can be found by following the below link;

<http://www.hmic.gov.uk/Forces/Sussex/Pages/AllReports.aspx>

HMIC - Inspection Sussex Police Authority

Executive summary

1. Sussex Police Authority (the Authority) is performing adequately overall and improving. The Authority is influential in ensuring that Sussex Police (the Force) has the leadership, capacity and capability needed to deliver good quality service. Its effective recruitment to senior appointments has helped ensure that the Force is led in line with the Authority's desired local policing style. Its Chief Officer appointments have driven improvement to Sussex policing in the past two years. The Authority has helped to produce a meaningful Local Policing Plan, directly linked to the annual policing budget. This sets a clear priority for local neighbourhood policing. The Authority's shorter term vision for policing Sussex is clear.
2. The Authority has a strong annual financial planning process and effective budget management, monitoring and reporting processes. This helps it ensure that current spending is prioritised and delivering value for money. The Authority has supported the Force in keeping costs lower than many other forces and in meeting its nationally set efficiency targets. The Authority clearly influenced a Force 'shift pattern review' and this saved more than £2 million in overtime costs between March 2008 and December 2009. The Authority is committed to and engaged in collaborative working within the South East Collaboration programme, although this programme is not yet delivering significant savings for Sussex.
3. The Authority is well organised to deliver its responsibilities in key areas. Its governance and committee structure is robust and improving. It has good leadership, member and staff capacity to deliver its functions. Lead member roles are well established, and members and staff are active, engaged, enthusiastic and highly capable. This gives it a sound basis and good capacity for further improvement. The Authority's scrutiny of the performance of the Force has improved over recent months with the realignment of its committee structure. It has also successfully introduced public webcasting of its committees and this is improving its focus on performance scrutiny. The Force's performance has improved in the last two years and the Authority has been influential in aspects of this. Authority members have built strong relationships with police officers delivering local policing and this is helping them monitor performance. This scrutiny has, for example, led to improvement in crime reduction, detection rates, public call handling and neighbourhood policing.
4. The Authority seeks the views of the community through varied means, with good use of technology. This is giving the Authority some good information on which to base its future priorities and decisions. It has taken action as a result of community concerns, for example by getting more officers in neighbourhood policing and in improving custody facilities. The Authority effectively tackles inequality, respects diversity and works to improve outcomes for its most vulnerable people. It engages known minority and vulnerable groups and has addressed their needs well, although it cannot yet be sure that it knows all of its communities since its community profiling is incomplete. It has a robust equality scheme and its members are proactive in their engagement with diverse groups. Although not complete, this helps the Authority to meet the needs of its vulnerable and diverse groups.

Key areas for further development are as follows.

- The Authority's medium and longer term strategic direction for the Force is not clear. It has not yet begun to balance future policing challenges and spending within likely future resources. Regional collaboration has not yet delivered

significant efficiencies, and future options for this have not been identified with partners. Important and difficult decisions therefore still need to be made on options for service delivery, workforce mix and the balance between different types of policing.

- The Authority is not yet able to demonstrate that it is planning effectively to deliver future value for money. It does not have a comprehensive understanding of its costs in some areas. Benchmarking is not routinely or consistently used by the Authority to understand the costs of policing and to inform priorities. This is making it difficult for the Authority to be able to match future resources to policing needs, so that it can then take decisions about what type of future police service it needs and is affordable. This lack of a comprehensive strategic approach is preventing the Authority from reducing the risks presented by the current and future economic climate.
- Risk management is under developed in the Authority. It does not have a full and clear understanding of all risks and threats to policing. It has its own risk register, but members' awareness of this is low and they make little use of it. Key decisions about meeting the priorities that reflect community concerns may not therefore be fully informed by a full threat and risk assessment.
- The Authority's strategic approach to using information from engagement and consultation with the public is not well developed. A key challenge for the Authority is to develop, with partners, its community profiling, consultation, engagement and feedback arrangements so that they can inform strategies and plans. The Authority's understanding of the reasons for public confidence in policing is under developed. It also misses opportunities to increase its impact through working in partnership and to promote public understanding of its role. Feedback to the community and public visibility of the Authority needs to be developed so that the public know how their input influences policing priorities, why consultation is taking place and what the purpose of the consultation is. As a result the Authority cannot demonstrate that its consultation is systematically used to set direction and drive improvement.
- Although recently improved, the Authority's scrutiny of policing performance is not sufficiently challenging in areas of poor or deteriorating performance. The Authority does not set sufficiently challenging targets to drive continuous policing improvement in all priority areas. Its relationship with the Force is based on consensus and dialogue. The impact of scrutiny is not always clear within the Authority, for local people and for the Force. The Authority's tracking and recording of its scrutiny and then linking it to improved outcomes for local people is under developed. Its oversight of elements of the protective services programme (such as tackling terrorism, serious crime and other major public safety challenges) is under developed. The Authority does not have clear role descriptions for its members and does not have a structured training programme to help ensure scrutiny and challenge functions are consistent and collective. The Authority influences and supports the Force, but it is not yet fully effective in holding the Chief Constable firmly to account for all aspects of Force performance both at a local and strategic level.
- The Chair and members of the Authority and the staff it employs are highly capable. The Authority is aware of and alert to improvement opportunities. It clearly sees this inspection as providing an opportunity for reflection and further improvement. Its recent track record in delivering improvements indicates that it has the capacity and skills to deal with the areas for improvement set out above.

Table 1 Summary of inspection scores

Key questions	Score
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?	2
How effective is the police authority in scrutinising and ensuring the force delivers the priority services that matter to local people?	2
How well does the police authority achieve results through community engagement and partnerships to deliver its ambitions and strategic priorities?	2
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?	2
Overall score	2

Appendix 6: Carbon Reduction and Environmental Strategy

Sussex Police has a Carbon Reduction and Environmental Strategy which seeks to ensure that business is conducted in accordance with legislative requirements and good environmental practice. A key initiative is to reduce carbon emissions from the estate and fleet by 10% within 12 months.

The strategy set targets and actions for improvement under three headings: Local Measures, the Supply Chain and Offsetting.

Local Measures: Activity under local measures is taken forward under five groupings: paper, waste and recycling; estate; transportation; information systems and flora and fauna

- Most paper is purchased from renewal sources
- Steps are being taken to increase waste recycling from 55% to 60% by volume (and potentially 100% thereafter).
- All new buildings are being acquired to BREEM 'Very Good' standard. Other buildings are being upgraded where possible. Remotely readable gas and electricity meters are being fitted to allow firmer control of consumption. Controls are being introduced to reduce water usage.
- Nearly 90% of the fleet is diesel fuelled, leading to a reduction in fuel usage and CO2 emissions. Steps are being taken to consider 'Working beyond Walls' (i.e. without dedicated office space with a view to reducing office and travel requirements – but implementation will require security issues to be addressed. Staff travel plans have been developed for all major sites.
- A major initiative is underway to reduce electricity consumption (and thus carbon emissions) for IT systems and equipment by 30%.
- Flora and fauna are being nurtured where possible, particularly at the Kingstanding training facility in Ashdown Forest
- Sussex Police earned a Carbon Trust award of "Accreditation for Achievements in Energy Efficiency"

Supply Chain: Sussex police seeks to ensure good environmental practice when tendering for equipment and services

Offsetting: Sussex Police has registered for the Government's compulsory Carbon Reduction Commitment (CRC) will go live on 1 April 2012, from which date the force will be required to pay a levy for its carbon emissions.

Appendix 7: Information Systems

The Information Systems Department (ISD) is a provider of technical services and solutions to Sussex Police. Against a rapidly changing economic landscape, ISD need to be able to provide efficient and cost effective services in a way that the Force will need to consume them over the next few years. This means delivering technical services in a way that is fully aligned with the business strategy while also providing the Force with the flexibility and agility it needs to embrace business change and collaborative opportunities in a timely manner. ISD will achieve this by restructuring existing resources through the development and implementation of a new service delivery model with the following key objectives:

- Maintain and support existing technical infrastructure and systems to agreed service levels
- Enable the Serving Sussex 2015 programme through the provision of trusted advice and the effective delivery of technical solutions.

ISD remains fully engaged with the NPIA's national information systems improvement strategy (ISIS) and are fully focused on identifying opportunities for collaboration with other Forces and strategic partners that might reduce costs or enable greater efficiencies within the business.

Work completed over the last year has included the successful implementation of a new Command and Control system along with numerous upgrades and enhancements which have further improved the security, resilience and functionality of the systems and services used by back-office staff and front-line officers alike. Work undertaken as part of the IS Modernisation programme has enabled a 30% reduction in power consumption across the Force.

ISD is completely committed to the ongoing provision of secure, flexible, efficient and cost-effective technical services to Sussex Police.

Key work plans for 2011-12 include:

- Completion of the 3 year IS Modernisation programme which has seen ISD create a more agile, sustainable and cost effective IT infrastructure
- Implementation of our mobile data and remote access strategy
- Completion of work to provide a connection to the Police National Database (PND), thus enabling more effective sharing of information with other Forces
- Modernisation of the telephony infrastructure
- Further enhancements to the Force's Disaster Recovery ability
- Review and strengthening of information security arrangements
- Continuing development of close working relationships with the business to help maximise value for money through the deployment of a relevant and effective IT strategy.

Appendix 8: Value for Money Statement

Sussex has a strong track record in delivering efficiency savings whilst improving productivity. We have embarked on a substantial programme of work to develop the right model of policing for Sussex within a context where significant budget savings need to be made.

We know that it is public money we spend, so we strive to improve value for money through innovation and strong management of our budget.

In the most recent Annual Governance Report (Sept 2010), which considers how well the Authority has performed across three areas; managing finances, governing the business, and managing resources, the auditors assess whether a range of value for money criteria have been met.

Key Lines of Enquiry	Met
Managing finances	
Planning for financial health	Yes
Understanding costs and achieving efficiencies	Yes
Financial reporting	Yes
Governing the business	
Commissioning and procurement	Yes
Use of information	Yes
Good governance	Yes
Risk management and internal control	Yes
Managing resources	
Natural resources	Yes

The Appointed Auditor is also required to give a conclusion on the Authority's arrangements for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources. In the conclusion given as part of the 2009-10 annual accounts, the appointed auditor said "I am satisfied that, in all significant respects, Sussex Police Authority made proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2010".

The full conclusion is set out below.

Conclusion on arrangements for securing economy, efficiency and effectiveness in the use of resources

Authority's responsibilities

The Authority is responsible for putting in place proper arrangements to secure economy, efficiency and effectiveness in its use of resources, to ensure proper stewardship and governance and regularly to review the adequacy and effectiveness of these arrangements.

Auditor's responsibilities

I am required by the Audit Commission Act 1998 to be satisfied that proper arrangements have been made by the Authority for securing economy, efficiency and effectiveness in its use of resources. The Code of Audit Practice issued by the Audit Commission requires me to report to

you my conclusion in relation to proper arrangements, having regard to relevant criteria specified by the Audit Commission for police authorities published in May 2008 and updated in October 2009. I report if significant matters have come to my attention which prevent me from concluding that the Authority has made such proper arrangements. I am not required to consider, nor have I considered, whether all aspects of the Authority's arrangements for securing economy, efficiency and effectiveness in its use of resources are operating effectively.

Conclusion

I have undertaken my audit in accordance with the Code of Audit Practice and having regard to the criteria for police authorities specified by the Audit Commission and published in May 2008 and updated in October 2009, and the supporting guidance, I am satisfied that, in all significant respects, Sussex Police Authority made proper arrangements to secure economy, efficiency and effectiveness in its use of resources for the year ended 31 March 2010.

Certificate

I certify that I have completed the audit of the accounts in accordance with the requirements of the Audit Commission Act 1998 and the Code of Audit Practice issued by the Audit Commission.

Helen Thompson
District Auditor
Audit Commission, Suite 2, Ground Floor, Bicentennial Building, Southern Gate,
Chichester, West Sussex PO19 8EZ

Appendix 9: Physical and Information resources and Investment Plans

The Capital Strategy was agreed by Sussex Police Authority at its meeting in December 2010. It sets out the prioritised investment plans, and the expected performance outcomes, from the Authority's estates, fleet, information systems and protective services equipment.

The four-year Capital Programme totals £20m. This includes the Capital Budget for 2011-12 of almost £10m. The additional revenue implications arising from the capital programme have been taken into account in the revenue budget. The budget reflects new schemes and the latest agreed roll forward from 2010-11 budgets. Any further roll forward of budget from 2010-11 will be considered as part of the outturn report in June 2011. The table below sets out a summary of the programme.

	2011-12 £m	2012-13 £m	2013-14 £m	2014-15 £m	4 Year Programme £m
Estates	2.04	0.10	0.10	0.10	2.34
Fleet	2.62	2.63	2.90	2.74	10.89
Information Systems & Technology	4.85	1.38	0.20	0	6.43
ANPR	0.23	0	0	0	0.23
Equipment	0.13	0.13	0.13	0.14	0.53
TOTAL	9.87	4.24	3.33	2.98	20.42

A fundamental review of the programme by the Performance and Development Board saw schemes totalling £9.5m being dropped from the capital budget proposals. Some of these schemes may be re-considered for approval over the four year period along with any new investment proposals developed as part of Serving Sussex 2015 proposals, all subject to full business cases and Police Authority approval.

Capital Financing

The announcement on the Comprehensive Spending Review made it clear that capital grant would be lower than in previous years. The current capital grant is £3.1m per annum. Based on the final settlement capital funding is reduced by 45% for 2011-12 but thereafter increases to a level of 25% less than our current funding level by 2014-15. This is a lower reduction than assumed in the capital strategy, equating to £3m better than previous medium term financial forecast assumptions over the four year period.

The level of core on-going funding assumes that the current amount of around £1.5m continues to be available from the revenue base budget. The current profile of the capital programme allows for reduced revenue funding in later years. The table below shows the proposed capital financing.

	2011-12 £m	2012-13 £m	2013-14 £m	2014-15 £m	4 Year Programme £m
Capital Programme	9.869	4.245	3.333	2.981	20.428
Capital Grant	1.700	2.500	2.300	2.300	8.800
Revenue Contribution	1.567	1.567	1.033	0.681	4.848
Capital Reserve General	6.602	0.178	0.000	0.000	6.780
Capital Financing	9.869	4.245	3.333	2.981	20.428
Funding Surplus (+)/Shortfall (-)	0.000	0.000	0.000	0.000	0.000
Cumulative Funding Gap	0.000	0.000	0.000	0.000	0.000

The reduced capital programme is to be funded over the four year period with:

- a balance on capital receipts and capital reserves
- no new borrowing
- a balance on the Asset Replacement Reserve allowing for funding of any major equipment replacement.

The resultant reduction in the requirement for capital schemes and the better than anticipated settlement and the balance of capital receipts, provides funding headroom of up to £5m (plus any further capital receipts from surplus assets yet to be sold and any balance on the asset replacement reserve) over four years for:

- any new investment requirements identified from Serving Sussex 2015, for example from the police station review or working in a digital age; and
- a number of projects and schemes that were removed from capital programme but may be re-considered for approval over the four year period including replacement for Astley House workshop and a number of IT system replacements or upgrades.

While there is no funding gap in the strategy the longer term impact of the reducing forecast of capital receipts and the exhaustion of capital reserves, means the current borrowing strategy may have to be revisited. The option of increasing borrowing could be an important constituent of a longer term funding strategy if investment in operational assets is to continue.

Appendix 10: Budget Settlement, precept and investment options

Grant Settlement and Key Funding Issues

The Government confirmed the final grant settlement for 2011/12 on 31 January 2011. This has been subject to consultation and does not show any significant change from the provisional settlement.

Final Grant Settlement 2011-12

	2010-11 £m	2011-12 £m	%
Redistributed Business Rates	62.855		
Revenue Support Grant	9.127		
Total Revenue Support	71.982	65.851	-8.5%
Police Grant	102.074	108.978	
Crime Fighting Fund	6.209		
Basic Command Unit Fund	0.937		
Special Priority Payment (amended)	0.917		
Additional Rule 2 Grant (amended)	2.182		
Total Police Grant	112.319	108.978	-3.0%
Total Core Funding	184.301	174.829	-5.1%
Capital Grant	3.112	1.700	-45.4%

The 2010-11 baseline has been amended to reflect the in-year adjustment of £2.4m reduction in rule 2 grants.

For 2011-12, the Home Secretary has decided to roll Crime Fighting Fund, Basic Command Unit Fund and Rule 2 Grants into the main Police Grant. Police Grant and Revenue Support Grants for 2011-12, on a like for like basis compared to the current year are reduced by £9.5m (5.1%), with a further reduction of £11.7m (6.7%) in 2012-13.

The Neighbourhood Policing Fund has been retained at the 2010-11 level of £7.2m for 2011-12 and 2012-13. Payment of the grant will continue to be dependant on maintaining a certain number of PCSOs. From 2013-14 this funding will be rolled into the Police Grant.

The funding arrangements for specific grants for PFI schemes remain unchanged. A number of specific grants including security and counter-terrorism are still to be confirmed.

£50m has been set aside in 2012-13 to fund the first elections of the Police and Crime Commissioners in that year. It is expected that this grant will be paid directly to local councils administering the election. Confirmation of this approach is still awaited.

Changes have been made to the formula grant in line with proposals set out in October 2010; these have no cash impact in 2011-12 or 2012-13. The changes have a positive impact on the formula grant allocation for Sussex, reducing the level of dampening (the difference between formula allocation and actual grant) from £7m to £2m; this reduces the impact in future if dampening arrangements are removed.

The Home Office has set out that the settlement will enable the UK to tackle the terrorist threat and deliver a safe and secure Olympic Games in 2012 and that counter-terrorism specific policing will be prioritised within overall police funding. The Home Office has confirmed that the police total does not include any Olympic-specific police funding, however details are yet to be announced.

Tax base and Collection fund

The planning assumption for the tax base anticipated an increase of 0.25% and a collection fund deficit of £0.243m. The final figures from the local authorities show an increase in tax base of 0.48% and a positive shift to a £0.145m surplus on the collection fund.

Local Policing Plan Priorities

The Authority's budget is shaped by national and local priorities and reviewed and prioritised by the Force's three Strategic Boards, each of which include the lead members from the Authority. The targets necessary to deliver these priorities are detailed in the Local Policing Plan.

For 'Neighbourhood Policing' a continued aim is the delivery of a policing model which reflects local peoples' priorities. Through our strong neighbourhood policing structure we are well placed to enable communities to step up the fight against crime and anti-social behaviour. With community consultation groups in every ward local people are empowered to identify what matters most in their areas and hold us to account for what we do.

We recognise our responsibilities to deliver effective 'protective services' both within Sussex and as part of the region. Over recent years we have invested heavily in these services to maintain community safety by minimising the likelihood and impact of critical and major incidents. As part of our national responsibilities we continue to work with our law enforcement partners to tackle terrorism and violent extremism. Most of these services are supplied at force level to realise efficiencies under our 'Keeping People Safe' business area.

Making best use of resources includes delivering policing services in an ever changing environment, so it is essential that our organisation develops to meet new threats and challenges. To do this we need to ensure we have the right balance of officers and staff, use the best support systems, give staff freedom to innovate, and continue to be highly efficient. It is through our 'Best Use of Resources' business area that we govern this work.

The Budget

The Chief Constable's budget for 2011-12 has been developed in consultation with members of the Police Authority to ensure that the demanding targets for Serving Sussex, as set out in the Local Policing Plan, can be resourced effectively.

The budget went through a rigorous process of review within the Force, as well as scrutiny through the three Force Strategic Boards. Budget savings and additional costs have been the subject of internal challenge and scrutiny. Detailed reports on budget proposals, capital programme and reserves were considered by the Resources Scrutiny Committee in November and the Police Authority in October and December. Draft budget proposals, including the impact of the provisional settlement were reviewed by the Resource Scrutiny Committee in January.

The Chief Constable's assessment of the budget proposal is that, taken as a whole, it provides the resources necessary for the delivery of Local Policing Plan priorities, and will enhance further the Force's ability to keep people safe and develop neighbourhood policing. The requirement to deliver high quality policing within available resources has been mitigated by considerable work by the Chief Constable to identify sustainable efficiency savings across the Force. This work has identified

savings of at least £16m in 2011-12 and a further £28m beyond to ensure a sustainable funding base is maintained to 2015.

Revenue Budget 2011-12

The financial planning position has been updated for the final settlement and assumptions for pay, prices and other cost pressures.

The only changes from the report to the Resources Scrutiny Committee in January are the confirmed increase in tax base of 0.48% and a positive shift to a £0.145m surplus on the collection fund; an increase in estimated utilities costs and the reduction in the net budget requirement following confirmation that the council tax freeze grant will now be classed as a specific grant.

A 0% precept increase. No change in the current £138.42 a year Band D precept Net budget of £261.995m or a 0.48% budget increase (3.53% budget reduction after taking into account transfer of specific grants to core)	
Base budget 2010-11	£260.749m
Base budget adjustments	£7.359m
Additional pay costs	£5.870m
Other additional costs	£2.004m
New Investments	£0.647m
Cost of change	£1.100m
Savings requirement	(£15.734m)
2011-12 Budget	£261.995m

Base Budget Adjustments

Base budget adjustments include a transfer of £10.4m of specific grants to core funding, the removal of one off funding approved in the 2010-11 budget and other changes to specific grants for Regional Intelligence Unit (RIU), Regional Asset Recovery Team (RART) and Counter Terrorism. An allocation to match previous levels of BCU funding continues to be included in the budget with the proposed level of funding allocated to Divisions, reduced by 5.1% in line with the overall funding settlement. In line with guidance received, the expected Council Tax freeze grant of £2.175m is now shown as a base budget adjustment.

Additional Pay Costs

The additional cost of police officer and police staff pay is based on the September 2010 pay award of 2.55% and the first part of the 2 year pay freeze announced in the budget to start from September 2011 although staff paid less than £21,000 will see a pay rise of £250 pa.

Contractual increments are based on the latest information on police officers and staff in post. The increase in the employer contribution to the police staff pension scheme follows the latest formal scheme valuation with an additional cash contribution set for the next three years.

Other Additional Costs

Price inflation is estimated to be 3% on average across contracted non pay budgets with fuel and utilities based on a 5% increase. However, we have been advised of the potential for a significant increase in electricity and gas prices in 2011-12 at the end of the current contracts. The latest information would see electricity costs rise by 15% and gas by 27%, with increased costs of a further £0.150m. This is now included in budget proposals.

A number of contractual and unavoidable costs have been accounted for here, for MDT replacement costs, the transfer of costs from the NPIA for Police National Computer maintenance, additional costs resulting from collaboration on the new Serious Crime Investigation Team and extra costs of policing the additional bank holiday and Christmas and New Year holidays in 2011. In determining the proposed level of unavoidable cost pressures to be included in the budget for next year the Chief Constable has already agreed that some less significant cost pressures and commitments can be mitigated or absorbed within current budget provision.

New Investments

Chief Officers consider new investments only where these are required to meet Local Policing Plan priorities.

Savings requirement

There is a requirement in 2011-12 for savings of £15.7m to achieve a balanced budget.

Savings have been identified up to 2015 as part of the Serving Sussex 2015 programme will enable at least £15.7m of savings to be achieved in 2011-12.

The budget for 2011-12 also includes other savings in relation to reductions in specific funding. The principle adopted has been to reduce expenditure budgets in line with any reductions in specific external funding; these reductions are not included within the Serving Sussex 2015 savings schedule.

Serving Sussex 2015 - Savings Proposals

Serving Sussex 2015 is the programme of work to develop the right model of policing for Sussex in the future, within a context where significant budget savings need to be made. Savings identified as part of the programme will be used to close the funding gap.

Savings identified to date represent a mixture of firm and provisional estimates plus target amounts, all of which are subject to business case assessment and approval. The proposals represent firmer savings in 2011-12, although some are still subject to further scrutiny and appraisal. It should be noted that future years reflect more indicative targets. The table below summarises the position.

Proposed Savings to date

Work stream	2011-12	2012-13	2013-14	2014-15	Total
	£m	£m	£m	£m	£m
Spending Wisely	10.537	4.052	2.683	2.103	19.375
Local Delivery	7.227	3.861	0.250	0	11.338
Service Delivery in a Digital Age	0	0	0.400	3.200	3.600
Support Functions	4.155	1.849	1.798	1.598	9.400
Total Savings	21.919	9.762	5.131	6.901	43.713
Estimated Requirement	15.734	14.453	10.368	10.420	50.975
In Year Shortfall/(Surplus)	(6.185)	4.691	5.237	3.519	7.262
Cumulative Shortfall (Surplus)	(6.185)	(1.494)	3.743	7.262	

Based on current savings proposals, there is a shortfall of £7.2m against the estimated requirement. Savings proposals exceed the estimated requirement by £6.2m for 2011-12 and by £1.5m for the total period 2011-13. There is still the need to identify a further £5.7m of savings in the years 2013 to 2015 in order to achieve

the estimated requirement by 2015. At this stage estimated savings from Sussex and Surrey collaboration are not included in the schedule pending completion of the scoping work and agreement of savings by both Forces.

Impact of Savings on Establishment

The Chief Constable is seeking to ensure the most effective and productive workforce mix of police officers, PCSOs, staff and volunteers are available to deliver the Policing Plan outcomes. The Neighbourhood Policing Fund is now more closely tied to PCSO numbers. This may impact on the flexibility to change the staffing mix in future years.

Estimated Staffing Numbers

	Police Officers	Police Staff inc PCSOs	Total Staff
	FTE	FTE	FTE
Total estimated staffing as at 31 March 2011	3,130	2,685	5,815
Plus: Budget investment (Non-Recurrent)	0	20	20
Less: Net reduction in posts from Serving Sussex	217	205	422
Total estimated staffing as at 31 March 2012	2,913	2,500	5,413

The impact of the budget is a net reduction of 217 police officer and 205 police staff posts. Within this there will be a reallocation of posts from areas subject to savings.

Current predictions of retirements and other leavers during 2011-12 indicate that the reduction in police officer posts can be largely achieved by 31 March 2012 but the profile of this during the year will not match the current savings assumptions. If the level of turnover is less than predicted, the profile of actual officer reductions does not match assumptions during the year, or there is a significant difference actual and planned savings for higher officer ranks this reduces the level of savings achievable in year. For budget planning purposes it is proposed to assume a lower level of savings on all workstreams based on police officer post reductions of up to £2m.

Cost of Change

Costs will be incurred to implement changes, for severance costs, programme and project management, relocation of staff and functions. It was provisionally estimated that £8m would be required over the next four years of which £4-5m will be incurred before April 2011 on voluntary severance scheme and other implementation costs.

Appendix 11: Glossary

ACPO (Association of Chief Police Officers)

ACPO is an independent, professionally led strategic body which leads and coordinates the direction and development of the police service in England, Wales and Northern Ireland.

ACPO's members are police officers who hold the rank of Chief Constable, Deputy Chief Constable or Assistant Chief Constable, or their equivalents. There are presently 349 members of ACPO.

APA (Association of Police Authorities)

The APA is made up of members drawn from 47 member police authorities, including the 43 geographical police authorities, and members or associate members, representing centralised services, such as the British Transport Police Authority. It supports and equips police authorities to ensure efficient and effective policing and influences the policing agenda nationally on behalf of police authorities and the public.

APACS (Assessment of Policing and Community Safety)

APACS is a comprehensive performance framework for community safety that includes the contributions of partners such as local government, health services and CDRPs. There are five domains of assessments: Satisfaction and Confidence; Promoting Safety; Tackling Crime; Protective Services; and Managing Capability.

CSPs (Community Safety Partnerships)

CSPs are formed from the authorities having responsibility for community safety (including police authorities and forces) to tackle the crime and disorder related issues that matter most to local people. There is one CSP for each District/Borough or unitary authority.

Community Resolutions

Community Resolution is about offenders making amends directly to the people they have harmed, rather than being punished by the state.

The aim is to focus on victims' needs and to find positive solutions to crimes and incidents by encouraging offenders to face up to their actions and the impact they have had on others.

Restorative schemes have already been taking place in parts of Sussex. The results show that victims who took part in this approach felt it was a positive experience - and that offenders were less likely to re-offend after taking part in the process.

By April 2011, all officers in Sussex Police will be trained to use Community Resolution.

Community Safety Accreditation Scheme

Allows the Chief Constable to accredit staff of other organisations, such as council street wardens and shopping centre security personnel with certain powers to tackle issues such as graffiti, truancy and antisocial behaviour.

Community Speed Watch

A scheme to help people reduce speeding traffic through their community. The scheme enables volunteers to work within their community to raise awareness of the dangers of speeding and to help control the problem locally

Hate Crime

Any incident, which constitutes a criminal offence, perceived by the victim or any other person, as being motivated by prejudice or hate.

HMIC (Her Majesty's Inspectorate of Constabulary)

HMIC conduct a regular programme of inspections of forces. Areas for improvement identified in all inspections and audits are incorporated into divisional or department plans and are overseen by the Police Authority.

MARAC (Multi-Agency Risk Assessment Conferences)

Victims of domestic violence referred to a MARAC will be those who have been identified (often by the police) as high or very high risk (i.e. of serious injury or of being killed) based on a risk assessment tool that is informed by both victim and assessor information. Once a case has been taken to a MARAC it remains flagged as a MARAC case for a total of 12 months after the most recent MARAC review. A repeat case occurs when a case that is reviewed at a MARAC has also been reviewed at the same MARAC within the preceding 12 months.

MoPI (Management of Police Information)

Management of Police Information is a national standard for the managing of police information to make it relevant and accessible and ensuring it is recorded, reviewed, shared and deleted on a consistent basis across the entire police service. MoPI was created following the Richard Inquiry.

NPTs (Neighbourhood Policing Teams)

Include police officers, police community support officers (PCSOs), special constables and other volunteers and accredited persons.

Police Support Volunteer

Someone who performs tasks at the direction and on behalf of Sussex Police without expectation of compensation or financial reward. They are not employees and do not include the Sussex Police Special Constabulary or external volunteer groups such as Neighbourhood Watch. Volunteers from our communities have given their time to perform tasks on behalf of Sussex Police for a number of years, allowing us to provide an enhanced service and improve our operational performance.

Protective Services

The collective name for services that deal with serious crime and incidents, including: Counter terrorism; Serious and Organised Crime; Major Crime; Civil Contingencies and Emergency Planning; Critical Incidents; Roads Policing; Firearms; Public Disorder.

Sussex Safer Roads Partnership

The Sussex Safer Roads Partnership works to reduce road casualties across Sussex.

It is funded by Government grant through the three local highway authorities, East and West Sussex County Councils and Brighton and Hove City Council. Other partners are Sussex Police, the Fire and Rescue Services from West and East Sussex, the Highways Agency and HM Courts' Service.

