



Sussex Police

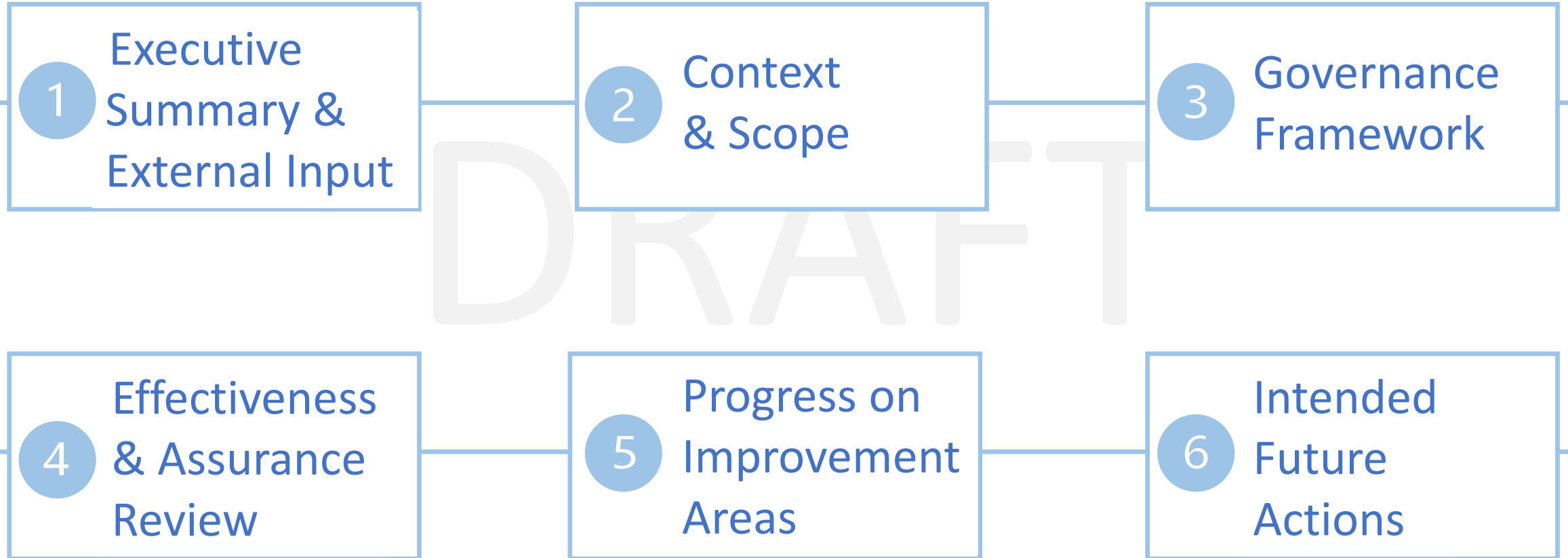
# Chief Constable's Draft Annual Governance Statement

2023-24

Draft publication **31<sup>st</sup> May 2024**

Prepared by **Corporate Planning**

DRAFT



# Executive Summary



Sussex Police is committed to **protecting** our communities, **catching** criminals and **delivering** an outstanding service. These priorities are embedded throughout the organisation and to be successful at fulfilling, we must have a solid foundation of good governance with sound financial arrangements.

The Code of Corporate Governance is supported by a framework and assurance mechanisms. A copy of the Code can be found [here](#).

The Force is required to produce an Annual Governance Statement (AGS) on a yearly basis, giving assurance on compliance in place for the year ending 31 March 2024.

The Chief Constable and Chief Finance Officer recognise the importance of continual review and scrutiny. They pledge their commitment to doing the right things, in the right way, in line with our priorities and values whilst addressing any identified areas for improvement highlighted in this statement.

This statement is designed to complement the annual governance statement of the Sussex Police Crime Commissioner (PCC), to give the full picture of governance. It is informed by an annual review of governance arrangements with assurance on compliance with the seven principles of the Code of Corporate Governance, by on-going audit inspection and internal review.

This statement has been prepared on the basis of the review of effectiveness of governance arrangements. Advice and recommendations on the annual governance statement have been received from internal and external auditors and the Joint Audit Committee. It represents a fair and reasonable assessment of current arrangements and plans for improvement within Sussex Police.

The arrangements continue to be regarded as fit for purpose in accordance with the governance framework.



*Signature*

Chief Constable

Date Draft approved 15<sup>th</sup> May 2024



*Signature*

Chief Finance Officer

Date Draft approved 9<sup>th</sup> May 2024

# Opinion of Internal Audit 2023/24

# Input from Joint Audit Committee



The Annual Governance Statement process was reviewed by internal audit in 21/22 with a **reasonable assurance** grading awarded.

The Chief Internal Auditor is satisfied that sufficient audit review has been carried out to provide the PCC and the Chief Constable with the assurance on the adequacy and effectiveness of the internal control environment.

The annual Internal Audit opinion for 2022-23 for the framework of governance was “**reasonable overall assurance**”.

The Internal Auditors are still finalising the 2023-24 reviews at the time of the annual governance statement draft publication, the annual report and opinion is being prepared and based on the evidence available expecting a reasonable assurance opinion, but this is to be confirmed.

*Signature*

Internal Auditor Deputy Head of Southern Internal Audit  
Partnership

Date XX XXX XXXX

The Joint Audit Committee (JAC) was established in November 2012. The JAC is a key component of the corporate governance arrangements for both corporation sole.

The JAC provides an independent and high-level focus on the adequacy of governance, risk and control arrangements. The annual governance statement is scrutinised at every JAC meeting and operates to a set of terms of reference that are reviewed annually.

The agenda, minutes and papers of each meeting are accessible to the public on the PCC website.

The officers of the Police & Crime Commissioner and Sussex Police cooperate fully with the Committee to allow it to function effectively and deliver against its responsibilities. The JAC operate in an environment whereby challenge is encouraged and welcomed by officers.

*Signature*

Joint Audit Committee Chair

Date XX XXX XXXX

# Context and Scope



The Chief Constable and the Police and Crime Commissioner (PCC) are responsible for ensuring business is conducted in accordance with the law and proper standards, and that public money is safeguarded and is properly accounted for.

Regulation 6(1)(a) of the Accounts and Audit Regulations 2015 requires an authority to conduct a review at least once in a year of the effectiveness of its system of internal control and include a statement reporting on the review with any published Statement of Accounts (England). This term 'authority' includes the Chief Constable and the Police and Crime Commissioner legal entities. This requirement is reflected in the Code of Practice on Local Authority Accounting in the United Kingdom 2022/23 published by the Chartered Institute of Public Finance & Accountancy (CIPFA).

Under the Policing Protocol 2011 the PCC has responsibility for the delivery of efficient and effective policing, management of resources and expenditure by the police force. The PCC has a statutory responsibility to obtain the views of the community and victims of crime about the policing of the Force area and must take into account the views of responsible authorities. These views inform the PCC's Police and Crime Plan which sets the strategic direction and priorities for the Force.

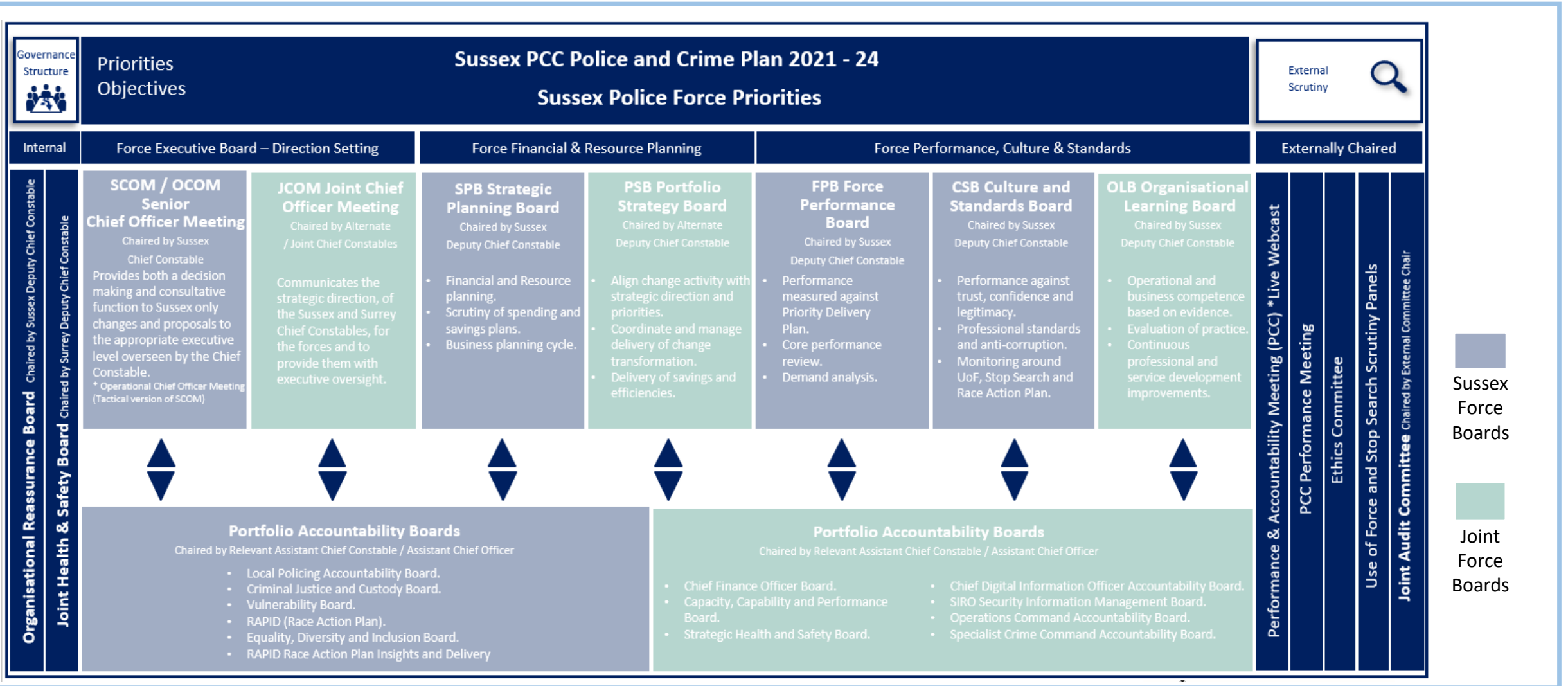
The Chief Constable has a statutory responsibility for the control, direction and delivery of operational policing services provided by Sussex Police (hereafter referred to as the Force), having regard to the strategic direction and priorities set by the PCC in the Police and Crime Plan. In discharging this overall responsibility, the Chief Constable is responsible for establishing and maintaining appropriate risk management processes, governance arrangements and ensuring that there is a sound system of internal control, which facilitates the effective exercise of these functions.

Sussex Police continues to follow the principles of the CIPFA Framework: 'Delivering Good Governance in Local Government' and the guidance notes for policing bodies (revised 2016) also using the CIPFA Financial Management Code (CIPFA FM Code) to support good practice in financial management and to assist in demonstrating financial sustainability.

This statement explains how the Force has complied with the principles and also meets the requirements of regulation 6 of the Accounts and Audit Regulations 2015 in relation to the publication of a statement on internal control.

The Force's financial management arrangements conform to the governance requirements of CIPFA's Statement on 'The role of the Chief Finance Officers in Policing (March 2021)' .

# Governance Framework



Sussex Force Boards



Joint Force Boards

# Effectiveness and Assurance Review



The Annual Governance Statement incorporates the continuous review of the effectiveness of our governance arrangements throughout 2023/24. It identifies those areas where we can and will do more to ensure that we have effective governance arrangements that enable the organisation to deliver on its priorities.

This Statement is an objective appraisal of our governance framework and shows that we have adequate arrangements which continue to be regarded as fit for purpose and comply with the Code of Corporate Governance. It shows that we have met our legal and statutory obligations. While the Force has good foundations in relation to its governance arrangements, the Force recognises that further work is required to continue to embed and strengthen its governance culture. It also acknowledges that due to the complex and dynamic environment in which it operates, the governance arrangements will need to continually evolve to respond to changing circumstances.

At this time, the Force is unable to issue an audited statement of accounts for 2022/23 together with any certificate or opinion as the audit is yet to be concluded due to the national public sector external audit backlog and resource limitations of the external auditors. The Force published its draft 2022/23 statement of accounts on time and to the standards expected in line with previous years. The final 2022/23 statement of accounts will be published as soon as reasonably practicable after the auditors make available the report of their final findings. The external auditors have also advised that the audit of the statement of accounts for 2023/24 is not expected to commence until the end of June 2024 at the earliest. This will also impact the completion of the 2023/24 accounts to which this AGS relates.

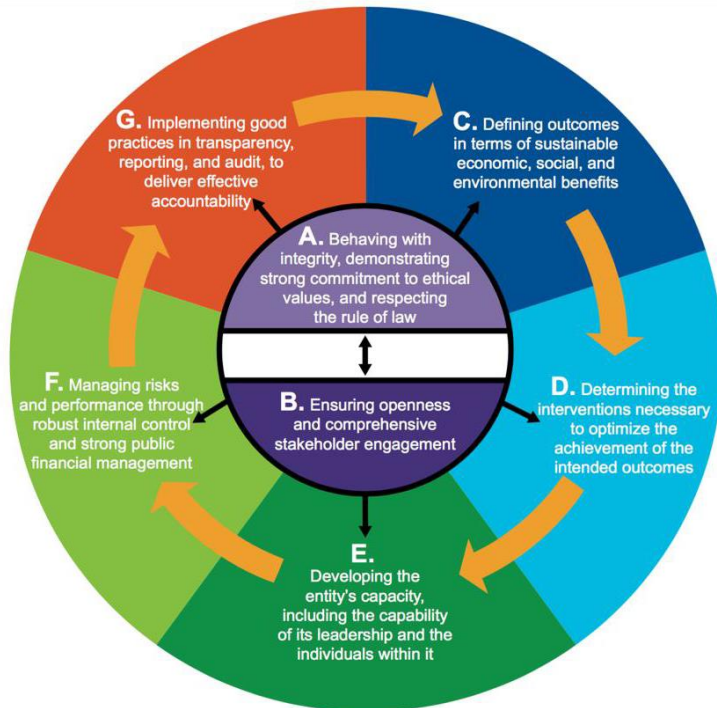
A governance framework, collectively known as the Scheme of Corporate Governance, has been in place for the year ended 31 March 2024 and includes the Code of Corporate Governance, Memorandum of Understanding, Decision-making Framework, Scheme of Delegation, Financial Regulations and Contract Standing Orders. The Force system of internal control, based on a framework of policies and procedures, is a significant part of the Force governance framework and is designed to manage risk to a reasonable and foreseeable level. The Force cannot eliminate all risk of failure to achieve policies, aims and objectives; it can only provide reasonable but not absolute assurance of effectiveness. The joint Code provides a summary of governance arrangements setting out responsibilities. The Code also details a diarised programme for the regular review of policies. A key element of this is the identification and management of risk.

Governance arrangements for both the Force and the PCC follow the seven principles as set out in the revised Delivering Good Governance: Guidance Notes for Policing Bodies in England and Wales (2016 Edition).

# Effectiveness and Assurance Review



The diagram below illustrates the various principles of good governance in the public sector and how they relate to each other. A summary of how the force complies with these principles is provided on subsequent pages of this document.



As part of the annual review, the Force has considered each Principle, providing an outline of the control measures in place, how the Principles are demonstrated and evidenced and indicated any areas for future focus.

## Previous Actions

A summary of previous actions status from the 21/22 and 22/23 Annual Governance Statement is provided, to outline the progress and future approach.

## New Actions

Whilst the force aims to ensure that sound policies and processes are in place and working effectively, some areas of development or areas for improvement in governance have been identified. The force has identified these areas of continuous improvement and outlined the relevant actions on page 17 to 19 'Future actions from 23/24 review'. New actions have been specifically linked to an individual principle however the force recognises that actions can influence multiple principles.

## Existing Internal Business as Usual Actions

As part of this annual review, the force has also indicated any ongoing areas where risks, issues and audit actions are being managed within our existing risk and recommendation governance framework which contribute to compliance with a principle. These are not featured in the in the 'Future actions from 23/24 review' but are referenced in the individual principle section to provide context and transparency.

CONTROLS: WHAT IS IN PLACE?	STRENGTHS: WHAT IS WORKING WELL?	HOW ASSURANCE IS SOUGHT AND DEMONSTRATED	CHALLENGES: WHAT CAN BE IMPROVED?
<ul style="list-style-type: none"> <li>• Code of ethics</li> <li>• Force priorities</li> <li>• Culture and Standards Board, Ethics Committee, Scrutiny Panels, Independent Advisory Groups</li> <li>• Governance framework incorporates policies and procedures addressing procurement processes, anti-fraud, bribery and corruption supported by publication of expenses, gifts and hospitality</li> <li>• Chief Officer Assurance Statements published</li> <li>• Whistleblowing arrangements</li> <li>• Complaints handling</li> <li>• Equality diversity and inclusion strategy</li> <li>• Police Race Action Plan supported by our Trust and Legitimacy Officer</li> <li>• Anti Racism Statement</li> <li>• HMICFRS national recommendation work</li> </ul>	<ul style="list-style-type: none"> <li>• Practical guidance on maintaining public trust and legitimacy. Includes being open, honest and candid, treating all people and their property with fairness, dignity and respect and challenging or reporting behaviour that is unprofessional. Decision making process encourages the use of personal responsibility and professional judgment. Central to this is the National Decision Model (NDM) and by using the new College of Policing Code of Ethics officers and staff can ensure they are acting in a fair and ethical way in everything they do.</li> <li>• Standards of integrity, conduct and personal behaviour communicated, accessible and embedded in recruitment, induction, refresher training and focus reviews. (Core Values Framework). Increased integrity checks activity.</li> <li>• Specific force level strategic board charged with Culture and Standards which is supported by an independently chaired Ethics Committee, External Scrutiny Panels for Use of Force and Stop Search, alongside engagement with Independent Advisory Groups. All of these meetings focus on relevant Authorised Professional Practice, force policy and exploration of continuous improvement.</li> <li>• Force policies are reviewed on a documented cycle, published and communicated across the organisation and in the public domain. These include but not limited to; Appropriate relationships and conflicts, Gifts and Gratuities, Lawful Business Monitoring, Notifiable Associations, Substance Misuse and Testing and Anti Fraud, Bribery and Corruption. All of these policies have clear responsibilities for employees to follow.</li> <li>• Professional standards operate the Break the Silence service and the Joint Force Vetting Unit (JFVU) continues to act as a 'critical gatekeeper' for workforce integrity.</li> <li>• Clear advice on the complaints process is accessible with escalation signposting.</li> <li>• The force is committed to creating an inclusive workforce and fostering a culture of inclusion which also recognises the individual needs of the people we serve by engaging effectively we communities.</li> <li>• In 2022 Sussex Police created the Race Action Plan Insight and Delivery Board (RAPID) to ensure that the national Police Race Action Plan, as agreed by all 43 Chief Constables under the NPCC, was fully implemented in our force.</li> <li>• Launching the anti-racism statement is a positive and important step forward in tackling the reality of policing for our Black communities. Sussex Police is working with the National Police Race Action Plan to better serve our Black colleagues and our communities to ensure they are and feel Represented, Respected, Involved and Protected.</li> <li>• The force has reviewed and ensured monitoring of all relevant national and force inspection reports with their associated recommendations including but not limited; Abuse of Position for Sexual Purposes, Violence Against Women and Girls, Police Perpetrated Domestic Abuse and Vetting Misconduct and Misogyny.</li> </ul>	<ul style="list-style-type: none"> <li>• New Code of Ethics communications</li> <li>• Core Values Framework structure utilised in all entry routes and promotion processes</li> <li>• Inclusion of a race action plan question into all our promotion processes</li> <li>• Let's talk about sessions and allyship training</li> <li>• Anti corruption reporting into our Organisational Reassurance Board and Joint Audit Committee</li> <li>• Policy review compliance reported to ORB</li> <li>• Regular publication of force misconduct outcomes with 5 years of historic data</li> <li>• Complaints scrutiny within OPCC</li> <li>• HMICFRS abuse of position recommendations verified complete 2023 and vetting misconduct misogyny self-certified complete 2024 (12 verified 01/03)</li> <li>• HMICFRS PEEL inspection graded the Force as good in treating the public with fairness and respect</li> <li>• ACU / Vetting / PSD HMICFRS inspection expected 2024. Vetting PSD internal audit scheduled 2024</li> </ul>	<ul style="list-style-type: none"> <li>• <b>NEW ACTION</b> Expanding FOI Publication Scheme and proactive signposting of the public to available data on policing in Sussex.</li> <li>• <b>NEW ACTION</b> Governance signposting on force website to be reviewed and simplified to make easier for the public to navigate and locate information.</li> </ul>

*Ensuring openness and comprehensive stakeholder engagement*

<p><b>CONTROLS: WHAT IS IN PLACE?</b></p>	<p><b>STRENGTHS: WHAT IS WORKING WELL?</b></p>	<p><b>HOW ASSURANCE IS SOUGHT AND DEMONSTRATED</b></p>	<p><b>CHALLENGES: WHAT CAN BE IMPROVED?</b></p>
<ul style="list-style-type: none"> <li>• Communications Strategy</li> <li>• Community Engagement Strategy</li> <li>• Engagement Board</li> <li>• Independent Advisory Groups</li> <li>• Use of surveys</li> <li>• Single Online Home</li> <li>• Publication scheme</li> <li>• Freedom of Information policy</li> <li>• Performance and workforce data</li> </ul>	<ul style="list-style-type: none"> <li>• New Force Communications Strategy published in 2023, setting out principles of corporate engagement, prioritisation and management of resources. The Engagement Board, formed in March 2023 in recognition of the need for holistic oversight and scrutiny of multiple strands of corporate engagement activity with the overall aim of ‘maximising public safety in Sussex by building mutual understanding, trust and confidence between Sussex Police and its publics (audiences) through effective engagement’.</li> <li>• Community Engagement Strategy feeds into community profiles to ensure district plans are built from the community itself.</li> <li>• Implementation of new Social Media Management Platform in 2023, strengthening management and security of engagement data, public sentiment analysis, and improving crime reporting through social media channels.</li> <li>• Force engagement with the public takes place on many levels, from daily street contact and phone calls through to contact via social media (Facebook, Twitter etc.), online interaction via the force website and formal surveys in relation to service priorities.</li> <li>• Working with partner organisations - through community safety partnerships and a range of others to tackle crime, disorder, anti-social behaviour and to reduce re-offending.</li> <li>• Engagement with Advisory Groups, whose membership reflect different sections of the community, to encourage the active involvement of people from diverse groups. Stop Search, Use of Force cited as good examples.</li> <li>• Satisfaction surveys across a range of victim groups (beyond the statutory requirement) are conducted, providing the Force with information about the quality of service these groups have received from the police service.</li> <li>• Targeted opinion research to understand perceptions and behaviours for effective targeting of crime prevention and behavioural change campaigns. This includes research through surveys and focus groups.</li> <li>• Sussex Police website, consistent with national initiative, which offers self-service features for the public, greater consistency of advice and guidance and an improved user experience.</li> <li>• Regular review and publication of Force Policies including our Freedom of Information policy, reviewed in 2023. After a period of challenge in recent years, the Force is seeing sustainable improvement to its transparency through Freedom of Information provision, including an expansion of our Publication Scheme to proactively provide commonly requested data.</li> <li>• Performance and workforce data available through the Force website to ensure transparency and to encourage increased public accountability.</li> </ul>	<ul style="list-style-type: none"> <li>• External assurance of the Force Community Engagement Strategy and the Community Advisory / Scrutiny Panels conducted in 2024 by The Consultation Institute, leading to some recommendations to enhance current practice</li> <li>• Linked to the above review, Local Policing will also consider adoption of a minimum standards of community engagement to enhance consistency across geographic areas; consideration will be given to an annual engagement plan addendum and pilot engagement tactics.</li> <li>• HMICFRS PEEL inspection</li> <li>• Survey results</li> <li>• Scrutiny of FOI performance by Information Commissioner</li> <li>• Regular updating of ICO mandated action plan to further improve and sustain FOI performance</li> <li>• Information sharing agreements managed and maintained by Information Management</li> </ul>	<ul style="list-style-type: none"> <li>• <b>NEW ACTION</b> The Engagement review recommendations relating to Advisory Groups will be implemented during 2024 – 2025.</li> <li>• RECSX4852 ICO Data Protection Audit Action Plan, in place and progress reported to the Organisational Reassurance Board and Joint Audit Committee.</li> </ul>

*Defining outcomes in terms of sustainable economic, social and environmental benefits*

<p><b>CONTROLS: WHAT IS IN PLACE?</b></p>	<p><b>STRENGTHS: WHAT IS WORKING WELL?</b></p>	<p><b>HOW ASSURANCE IS SOUGHT AND DEMONSTRATED</b></p>	<p><b>CHALLENGES: WHAT CAN BE IMPROVED?</b></p>
<ul style="list-style-type: none"> <li>• Force Priorities and Priorities Delivery Plan</li> <li>• Force Management Statement</li> <li>• Performance framework</li> <li>• Medium Term Financial Strategy</li> <li>• Change Delivery governance and management</li> <li>• Estates and Facilities Strategy</li> <li>• National and Force specific recommendation management</li> </ul>	<ul style="list-style-type: none"> <li>• PDP provides a comprehensive statement of mission, outcomes and objectives to be delivered over medium term, linked to force performance framework and business intelligence dashboards.</li> <li>• Robust performance framework that monitors progress against key indicators. Force Performance Board and Strategic Planning Board part of the wider governance structure.</li> <li>• Strategic Planning Board provides accountability for budget and resourcing decisions driven by the force priorities, with representation from the Office of the Police &amp; Crime Commissioner as well as Chief Officers, and Strategic Change Board oversees investment decisions and benefits realisation linked to outcomes.</li> <li>• Produced the required Force Management Statement an assessment of projected demand, together with details of identified areas to be addressed through investment.</li> <li>• Medium Term Financial Strategy produced annually underpinned by regularly updated medium term financial plans to ensure robust, sustainable multi-year budgets and levels of reserves, to deliver the Police and Crime Plan, reported into Finance Accountability Board and Joint Audit Committee.</li> <li>• Financial planning cycle, budget setting, and reporting in line with financial regulations.</li> <li>• There is an established Change Delivery function which recognises the importance of strategic planning and integration to incorporate national, regional and local change projects and programmes, business change/adoption and change assurance.</li> <li>• In Autumn 2023 Change Delivery developed a priority matrix to assess which projects should be resourced and carried out first. The priority matrix assesses projects on multiple criteria including business continuity, financial benefits and National mandates and these criteria are weighted to allow distinction between them. The matrix ensures resourcing directed to pertinent and impactful change activity. This review is conducted at regular intervals throughout the year via the Comparison of DDaT and Change meeting cycle.</li> <li>• New estates strategy team implemented with the purpose, of providing leadership, establishing capacity and understanding the Senior Leader appetite working with the Office of the Police Crime Commissioner. The strategy will include defined outcomes. Once the strategy is approved a delivery plan will be formulated. The programme of work reports directly to the OPCC Estates Board and internally to the Property Steering Group.</li> <li>• Robust mechanism to record and respond to recommendations and findings from external review, including HMICFRS and the IOPC, which is overseen by the Organisational Reassurance Board, chaired by the Deputy Chief Constable</li> </ul>	<ul style="list-style-type: none"> <li>• External audit of financial accounts and value for money</li> <li>• Internal audit regime including financial systems and controls</li> <li>• HMICFRS feedback on the Force Management Statement</li> <li>• Change Delivery Governance was refreshed in 2023 and signed off by both Chief Constable and PCC in July 2023</li> <li>• Any major changes to prioritisation are highlighted and worked through at the Change Delivery Governance meetings</li> <li>• OPCC Estates Board, key updates to Joint Audit Committee</li> <li>• Estates transformation strategy programme has commenced. A delivery plan is expected to be finalised and approved by early 2025</li> <li>• HMICFRS progress reports to ORB and HMICFRS monitoring portal</li> <li>• Annual risk assurance review includes horizon scanning on relevant themes</li> </ul>	<ul style="list-style-type: none"> <li>• <b>NEW ACTION</b> Estates transformation strategy. The Force will need to ensure resources are in place with the right level of competency to support implementation and that the programme design is aligned to operational needs and requirements as directed by the Chief Officer Team, as well as the Transport strategy.</li> </ul>

## Determining the interventions necessary to optimise the achievement of the intended outcomes

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<ul style="list-style-type: none"> <li>• Code of Corporate Governance</li> <li>• Risk Management Strategy and Policy</li> <li>• Risk assurance process</li> <li>• Performance framework</li> <li>• Power BI advancements</li> <li>• Strategic planning</li> <li>• Change Delivery</li> </ul>	<ul style="list-style-type: none"> <li>• Annual review of the corporate governance framework and key high level governance documents, including the Code of Corporate Governance ensuring the Code is aligned with the CIPFA guidance published in 2016.</li> <li>• An established risk management strategy and policy in place, reviewed by the Joint Audit Committee, to ensure that threats to the achievement of the Force’s organisational objectives and regional and national responsibilities are identified and managed effectively (reviewed April 2024). Established regional and national liaison with other Force Risk Practitioner functions to conduct benchmarking, horizon scanning and shared learning in this area. The force has now conducted a risk assurance process for four consecutive years, to ensure there is effective internal and external scrutiny of the management of strategic risks. This process has been enhanced year on year.</li> <li>• Performance framework based on force priorities/strategic objectives, with a focus on qualitative assessment of behaviours and performance and root-cause analysis of issues.</li> <li>• Further advanced the Force Op Unify, which sets clear direction for the force, using a focused phased approach to meet our current and future demand with an overarching Continuity and Assurance Board chaired by the Deputy Chief Constable and supporting Local Policing Unify Board operating at a tactical project level chaired by the ACC for Local Policing.</li> <li>• Power Bi Dashboards, and Data and Insight packs are developed, available online, allowing more users within the force to self-serve and access information previously unavailable to them.</li> <li>• Strategic Planning Board, chaired by the DCC, to review and align the output of the Medium Term Financial Strategy and the Force Management Statement. Detailed demand data is compiled by the force and is presented monthly at the Force Strategic Planning Board to ensure monitoring of resources against requirements. Annual workshops for the Force Management Statement provide a vehicle for Chief Officers and Department Heads to engage in detail with performance and demand/resourcing data and to review plans and progress.</li> <li>• The Change Delivery Governance, attended by Chief Officers ensures that there is robust scrutiny of the change programmes to ensure that significant and complex change programmes are monitored, reviewed and delivered effectively; the Force employs a continual Change cycle, where bids are received throughout the year and assessed using the prioritisation matrix to ensure the projects and programmes with the most impact and with the most urgency are resourced as a priority.</li> <li>• 2021-22 HMICFRS assessed Sussex Police through the PEEL programme of inspections as “Adequate” for strategic planning, organisational management and value for money, areas for improvement identified have work in progress to address.</li> <li>• The Force established a multi-year Service Transformation Programme designed to modernise, simplify and digitise process in order to improve services and outputs and reducing operating costs. This is a high priority for the Force and forms a central component of the financial sustainability plans against a backdrop of significant funding challenges</li> </ul>	<ul style="list-style-type: none"> <li>• Risk Strategy and Policy review featured in Organisational Reassurance Board and Joint Audit Committee</li> <li>• Risk benchmarking and peer review opportunities. Joint Audit Committee feedback and SIAP risk management audit</li> <li>• Risk assurance output shared in ORB, JAC and with national risk forum</li> <li>• PCC Performance and Accountability Meeting (PAM) an opportunity to publicly hold the Chief Constable to account particularly on police officer numbers and Sussex Police’s financial plans including how they will handle budget pressures</li> <li>• New Change Delivery Heatmap and Dash Board demonstrated to Joint Audit Committee to provide an overview of how the organisation maps and manages Change</li> <li>• SIAP audit on Change Delivery governance and benefit realisation graded reasonable May 2024</li> <li>• HMICFRS progress reports to ORB and HMICFRS monitoring portal</li> <li>• The Force will undertake comprehensive evaluation of Op Unify.</li> </ul>	<ul style="list-style-type: none"> <li>• <b>NEW ACTION</b> Improved benefits assessment for change projects linked to the Service Transformation Programme.</li> </ul>

*Developing the entity's capacity, including the capability of its leadership and the individuals within it*

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<ul style="list-style-type: none"> <li>• Workforce Plans</li> <li>• Recruitment Strategy</li> <li>• Wellbeing Strategy</li> <li>• Focus conversations</li> <li>• Promotions calendar</li> <li>• Development, talent and leadership programmes</li> <li>• Learning and Development Strategy</li> <li>• College of Policing mandated curriculum</li> <li>• Learn management system</li> <li>• Training prioritisation</li> <li>• Detective succession planning</li> <li>• Coaching Unit</li> <li>• Staff surveys</li> <li>• Op Hampshire</li> <li>• Command Oversight Board</li> </ul>	<ul style="list-style-type: none"> <li>• Clear roles and responsibilities for each of the Force's senior officers. Workforce plan in place across Surrey Police and Sussex Police and reviewed regularly, which identifies the future workforce mix and profile requirements and Force capability continues to be monitored at the Capacity, Capability and Performance Board (CCPB). Performance dashboards are in place to assist with identifying skills gaps, diversity elements to all workforce planning alongside Focus oversight reporting from Learn.</li> <li>• Wellbeing Strategy in place covering 5 areas – Mind Health, Physical Health, Leadership, Financial Wellbeing, Workplace Wellbeing. There is a dedicated intranet page for each area of the Wellbeing Strategy, the Leadership element was introduced in early 2024, this page is in production. The Force Wellbeing Board addresses issues being faced by the workforce.</li> <li>• Mental health first aiders and defuse trained staff across the Force plus Trauma Presentation inputs within CPD and annual wellbeing event focus on initiatives such as mini health checks, advice and guidance.</li> <li>• Updated policy, and the Seven Point Plan and launched a dedicated Op Hampshire intranet site. Data on assaults is shared and monitored at the Health and Safety Board.</li> <li>• Individual performance review and management process – “Focus”, ensures regular constructive feedback on performance; Succession Planning Framework, known as Future Focus, which enables line managers to undertake career planning with staff and officers (including Career Gateway), identifying talent at the same time as succession planning for critical roles within departments and putting in place plans.</li> <li>• New Officers are offered Quick Scan/Quick Screen to identify Dyslexia or other Neurodivergent conditions, to ensure these individuals are offered the right level of support to succeed.</li> <li>• Talent pools are embedded in the Force to develop and support future leaders in conjunction with Future Focus.</li> <li>• Leadership Training team provide opportunities for police officers and staff to be mentored or become mentors for new recruits or those going through career progression. New programme introduced specifically for those Officers and Staff who are Black or of colour has been set up. All mentors are either Black or of colour and mostly external contacts to the force.</li> <li>• Commenced work on structured identification of learning and skills gaps with implementation anticipated in 2025. Learn Management System is being configured to house all training courses, training and accreditation to provide better reporting on essential skills and training qualifications.</li> <li>• The Investigative Improvement Board reviews NPCC Recruitment, Retention and Wellbeing (of Investigators) tracker. The Detective Succession Planning Panel reviews where detective and detective supervisors are posted, to ensure the right resources are in the right places.</li> <li>• Dedicated Coaching Unit in place to support those that join on the Detective Degree Holder Entry which is best practice to ensure Student Officers have the necessary skills required to complete Independent Patrol.</li> <li>• In 2023 the force undertook their first in house designed staff survey. Good engagement with 51% of the force responding. The results are being analysed and will be shared via a variety of channels. Further surveys or deeper investigation will be planned for highlighted areas from the results.</li> <li>• College of Policing's Insights and 360 feedback tools used to give individuals greater self-awareness of their impact on others and the opportunity to adapt to difference situations and scenarios. Insight Sessions to support understanding of different approaches to Leadership and adapting approaches.</li> </ul>	<ul style="list-style-type: none"> <li>• HMIC PEEL Inspections, 2021-22 assessed Sussex as “Adequate” for Building, supporting and protecting the workforce, areas for improvement are tracked through to completion</li> <li>• HMICFRS Value for Money Profiles</li> <li>• National Recruitment, Retention and Wellbeing Meeting</li> <li>• Joint Audit Committee receive reports on Workforce, Wellbeing, Recruitment, Training and Health &amp; Safety</li> <li>• Ofsted Inspections</li> <li>• SEQOHS (Safe Effective Quality Occupational Health Service) re-accreditation (March 2024)</li> <li>• Regional Pay &amp; Conditions Meeting</li> <li>• Oscar Kilo – National Award for Creating a Positive Wellbeing environment. Oscar Kilo Blue light Framework overseen by Wellbeing Board</li> <li>• Continuous improvement ethos for example Innovate and Organisational Learning Board</li> <li>• Command Oversight Board (COB) is responsible for reviewing operational training and ensure consistency in the skills our Commanders alongside succession planning</li> </ul>	<ul style="list-style-type: none"> <li>• <b>NEW ACTION</b> Implement bespoke training package for 1<sup>st</sup> line managers including acting Sergeants.</li> <li>• STRJ3393 Force continues to track Detective Resourcing as a concern – there is good attraction to the direct entry route. In force conversion rates remain low, L&amp;PD support candidates sitting the NIE and work with operational colleagues to develop career pathways to become Detectives.</li> <li>• DEPJ4921 Student Officer pass rates for NIE.</li> <li>• RECSX4631 SX PEEL 2021/22 – AFI 7 –Staff Sickness, return to work meetings.</li> <li>• RECSX4632 SX PEEL 2021/22 – AFI 8 – Supervisors one-to-one meetings with their team members.</li> </ul>

*Managing risks and performance through robust internal control and strong public financial management*

<p><b>CONTROLS: WHAT IS IN PLACE?</b></p>	<p><b>STRENGTHS: WHAT IS WORKING WELL?</b></p>	<p><b>HOW ASSURANCE IS SOUGHT AND DEMONSTRATED</b></p>	<p><b>CHALLENGES: WHAT CAN BE IMPROVED?</b></p>
<ul style="list-style-type: none"> <li>• Code of Corporate Governance</li> <li>• Integrated financial management, with planning, budgeting, reporting and control</li> <li>• Internal audit arrangements</li> <li>• Counter fraud and anti corruption</li> <li>• Governance framework</li> <li>• Organisational Reassurance Board</li> <li>• Force Risk Management Strategy and Policy</li> </ul>	<ul style="list-style-type: none"> <li>• Decision making is carried out in accordance with the governance framework as set out in the Code of Corporate Governance. Chief officers review and sign assurance statements for their portfolio responsibilities on an annual basis.</li> <li>• Ethical decision making embedded at all levels following the National Decision Model (NDM), which has at its centre the policing Code of Ethics.</li> <li>• Maintained effective arrangements to challenge and scrutinise the Force’s own performance, including the development of the Sussex Police performance dashboard and the development of the Force Performance Board which allows scrutiny of delivery against the Police and Crime Plan by both the Force and PCC. Compared performance against peer data as provided by HMICFRS Value for Money profiles, seeking improvement where best practice was identified.</li> <li>• The Financial Management Capability review, piloted by the force, has been undertaken independently by the Chartered Institute of Public Finance and Accountancy (CIPFA). The assessment reviewed the force’s approach to financial management and its financial resilience against world class financial management standards.</li> <li>• A new finance structure was implemented in 2021, this was established and based around the core principles of the AFEP Programme and been recognised as best practice by CIPFA nationally.</li> <li>• Introduced a dedicated Transformation Accountant to act as a finance business partner to the Transformation Programme. Change Programme and Spending Approval process developed in conjunction with Finance Senior Leaders and Change Delivery.</li> <li>• Implemented an Accountability Board for Finance, Estates &amp; Facilities and Joint Transport Services.</li> <li>• Change programmes and projects are built on comprehensive business cases to secure value for money, effective resources management, and projected benefits, expenditure is scrutinised and challenged by chief officers via relevant programme and project boards led by chief officers. A process is in place between Change Delivery and Finance to manage and monitor the delivery of savings, which has been incorporated into the budget setting process.</li> <li>• The risk management strategy and policy is embedded in the governance structure and is used effectively to inform decision making.</li> <li>• Business continuity arrangements are in place to meet the requirements outlined in the Civil Contingencies Act 2004, implementing associated audit actions identified in the internal audit cycle. Progress is reported to the Organisational Reassurance Board.</li> <li>• Data protection and information management policies and strategy are in place with a process for Information Sharing Agreements to be reviewed and updated regularly. Engaged with the ICO for a consensual audit and agreed action plan for improved Subject Access Rights performance and proactively sought review and guidance from the ICO on FOI performance and from the DBS Police Performance Team. Progress is reported to the Organisational Reassurance Board.</li> <li>• Contracted with partner in June 2023 to upgrade and re-platform the existing SAP solution to ensure the system is in support and compliant and projected to deliver upgrade by end of 2024 calendar year.</li> </ul>	<ul style="list-style-type: none"> <li>• Value for money, external audit cycle</li> <li>• Robust internal audit programme</li> <li>• Internal Audit on Risk Management Framework</li> <li>• Organisational Reassurance Board risk reporting</li> <li>• Joint Audit Committee regular strategic risk reporting</li> <li>• Risk benchmarking with other Forces</li> <li>• Membership of the National Police Chief Council risk forum</li> <li>• Horizon scanning activities</li> </ul>	<ul style="list-style-type: none"> <li>• <b>NEW ACTION</b> A new process to assess and scrutinise capital requirements in line with capital funding planning is to be developed and agreed for implementation in 2024 -2025</li> <li>• RECJ4944 SIAP Business Continuity (SAP/Oracle) 2023/24 – Limited Assurance audit actions being tracked through completion and reported to the Organisational Reassurance Board and Joint Audit Committee.</li> </ul>

## Implementing good practices in transparency, reporting and audit to deliver effective accountability

<b>CONTROLS</b> <b>WHAT IS IN PLACE</b>	<b>STRENGTHS</b> <b>WHAT IS WORKING WELL</b>	<b>HOW ASSURANCE IS SOUGHT</b> <b>AND DEMONSTRATED</b>	<b>CHALLENGES</b> <b>WHAT CAN BE IMPROVED</b>
<ul style="list-style-type: none"> <li>Scheduled review of key regulations, codes and protocols</li> <li>Robust Internal and External Audit arrangements</li> <li>Adherence to statutory deadlines</li> <li>Consistent Joint Audit Committee reporting and scrutiny</li> </ul>	<ul style="list-style-type: none"> <li>The Sussex Police and Crime Commissioner (PCC) and Chief Constable (CC) ensure that they work in accordance with the law and proper standards, and that public money is safeguarded, properly accounted for, and used economically, efficiently and effectively. The overarching scheme of governance sets out the arrangements in place for effective governance and financial management including the management of risk. It comprises a number of elements as follows;</li> <li>Memorandum of Understanding (MOU) and Schedule of MOU: The MOU describes how the PCC and Chief Constable will work together and ensure sufficient support in areas such as estate management, procurement, finance, HR, communications and corporate development. <ul style="list-style-type: none"> <li>Code of Corporate Governance: how the PCC and Chief Constable achieve the core principles of ‘good governance’.</li> <li>Decision Making Framework, Appendix 1, Appendix 2: how the PCC makes/publishes key decisions and holds the Chief Constable to account.</li> <li>Scheme of Delegation for PCCs and Chief Constables.</li> <li>Financial Regulations: These set out the framework for managing the PCC’s financial affairs</li> <li>Contract Standing Orders: These describe the rules for the procurement of goods, works and services. The Contract Standing Orders have not been reviewed at this time as the Procurement Reform Bill is currently progressing through the House of Commons and therefore a comprehensive review will be undertaken once the Bill is approved and published. It is anticipated that the Bill will be approved by late summer/autumn allowing for a full review to be progressed in line with the 2024/25 financial year.</li> </ul> </li> <li>The Force undergoes extensive internal and external inspection and that the results of these inspections are available on line.</li> <li>Internal audit is provided through a managed service contract with the Southern Internal Audit Partnership and regular updates are provided to the Joint Audit Committee.</li> <li>Force complied with requirements for accounts to be published in line with statutory deadlines and continues to work closely with our external auditors to produce the audited accounts.</li> <li>Information is published to allow appropriate scrutiny of decision making.</li> <li>The public are able to attend appropriate police disciplinary hearings to observe proceedings.</li> <li>Continue to support the work of the Joint Audit Committee in its role of monitoring Force governance and internal control.</li> <li>Adapted the format of the force Annual Governance Statement with the aim of being clearer and more digestible to readers.</li> </ul>	<ul style="list-style-type: none"> <li>Accounts publication history</li> <li>Memorandum of Understanding, Financial Regulations, Code of Corporate Governance, Contract Standing Orders, Protocol for Collaborated Services and Scheme of Delegation are shared with the Joint Audit Committee and available online</li> <li>Internal audit results and actions are tracked to completion internally via the Organisational Reassurance Board and reported to the Joint Audit Committee</li> <li>SIAP audit on Governance and monitoring of collaborative arrangements graded reasonable May 2024</li> <li>HMICFRS publish inspection reports and provide status updates on their website</li> </ul>	<ul style="list-style-type: none"> <li><b>NEW ACTION</b> There has been a National issue regarding the audit backlog, affecting the publication of the AGS as external auditors have not issued an audit opinion on 2022/23 accounts. The force will continue to work with external auditors to support them to deliver for 23/24.</li> </ul>

# Progress on improvement areas from 22/23 review



Action Number and Reference	Action identified and objective	Owner	Status & Target Date	Governance Area and Principle Linkage	Commentary
<p>Action 01/23-24 (previously 16 on 22/23) RECJ3807</p>	<p>IT Systems Life Cycle Support and Planning</p> <p>Internal audit report with Reasonable grading conducted in 2020/21, with 8 actions associated. 1 audit action remains outstanding which had a Medium priority.</p> <p><b>Risk identified:</b> Additional cost continues to be incurred to provide support or additional security measures for Windows Server 2008 installations.</p> <p><b>Action:</b> Upgrade all 2008 servers where able (application/service is unaffected) eg SAP in Sussex.</p> <p><b>Progress:</b> Confirmed complete May 2024.</p>	<p>Chief Digital Information Officer - CDIO</p>	<p><b>Completed</b></p>	<p><b>Principle F</b></p> <p>Monitored via: DDaT risk management board and reported to the Force Organisational Reassurance Board</p>	<p><b>Confirmed complete by CDIO May 2024.</b></p> <p>This was linked to Technical Rationalisation Plan. Each server had a plan or project linked. All 2008 servers have now been upgraded, replaced or decommissioned.</p>
<p>HMICFRS Areas identified (previously featured in 22/23 - Page 16 to 17)</p>	<p>Police Effectiveness Efficiency and Legitimacy (PEEL) Inspection 2021/22</p> <p><b>Risk identified:</b> Cause of concern relating to Crime Data Integrity and Responding to the Public. Areas for improvement in Investigating crime, Managing offenders, Building, supporting and protecting the workforce and Strategic planning, organisational management and value for money.</p> <p><b>Action:</b> Review and improvements made to THRIVE, call systems and processes, re-structure of Crime Management Unit, auditing programme changes</p> <p><b>Progress:</b> Implementation monitored via relevant Accountability Board and reported into Force Organisational Reassurance Board</p>	<p>Deputy Chief Constable &amp; relevant Portfolio Leads</p>	<p><b>Subject to continual review within governance structure, included in standing ORB Terms of Reference</b></p>	<p><b>Principle F</b></p> <p>Monitored via: relevant Chief Officer Portfolio Accountability Board and reported to the Force Organisational Reassurance Board</p>	<p><b>Proposal to remove from individual tracking on AGS.</b></p> <p>External inspection recommendations. The force has an organisational risk strategy and policy, recommendations are specifically referenced and managed via the published policy. Full details are monitored via the force risk platform and reported into the Force Leads Accountability Board and subsequently the Force Organisational Reassurance Board until the force deems complete and the external organisation in this case the HMICFRS has verified. Next PEEL inspection due 2024/25. Regular liaison is in place between the Force and HMICFRS. See HMICFRS public facing information: <a href="https://hmicfrs.justiceinspectorates.gov.uk/police-forces/data/progress-recommendations/">https://hmicfrs.justiceinspectorates.gov.uk/police-forces/data/progress-recommendations/</a></p>
<p>Internal Audit Actions identified (previously featured 22/23 - Page 18 to 21)</p>	<p>Southern Internal Audit Partnership Reports</p> <p><b>Risk identified:</b> Actions identified to address actions in specific audits conducted are not implemented presenting risks to the Force.</p> <p><b>Action:</b> Full details are monitored via the force risk register and reported into the Organisational Reassurance Board until the force deems complete.</p> <p><b>Progress:</b> Implementation monitored via relevant Accountability Board and reported into Force Organisational Reassurance Board and overdue actions to the Joint Audit Committee.</p>	<p>Deputy Chief Constable &amp; relevant Portfolio Leads</p>	<p><b>Subject to continual review within governance structure, included in standing ORB Terms of Reference</b></p>	<p><b>Principle F</b></p> <p>Monitored via: relevant Chief Officer Portfolio Accountability Board and reported to the Force Organisational Reassurance Board</p>	<p><b>Proposal to remove from individual tracking on AGS.</b></p> <p>Internal audit actions. The force has an organisational risk strategy and policy, audit actions are specifically referenced and managed via the published policy. Full details are monitored via the force risk platform and reported into the Force Organisational Reassurance Board until the force deems complete. Regular liaison is in place with internal audit provider Southern Internal Audit Partnership and checks are conducted to ensure reporting matches. Any overdue actions are also reported into the Joint Audit Committee for transparency and scrutiny.</p>

# Future actions from 23/24 review



Action Number & Reference	Action identified and objective	Owner	Status & Target Date	Governance Area and Principle Linkage	Commentary
Action 02/23-24 NEW	<p><b>FOI publication scheme</b></p> <p><b>Risk identified:</b> Members of the public may not be able to locate relevant FOI information, and this will potentially lead to increased and unnecessary FOI requests.</p> <p><b>Action:</b> Force to review and enhance proactive signposting of available data on policing in Sussex.</p> <p><b>Progress:</b> Work will continue to improve our FOI service through a restructure of the Information Access Team, the improved Publication Scheme and more efficient working practice including reducing redactions where appropriate.</p>	Head of Information Management	In progress Target: 2024 - 2025	<p><b>Principle: A and B</b></p> <p>Monitored via: Information Management input into Organisational Reassurance Board</p>	Freedom of Information accessibility including issuing of 'super responses'.
Action 03/23-24 NEW	<p><b>Governance signposting</b></p> <p><b>Risk identified:</b> Whilst the Force can demonstrate and evidence transparency and visibility of key areas of governance, accessibility to the public may be hindered by the consistency in website location and ease of navigation.</p> <p><b>Action:</b> Force to conduct a review of current website governance information and signposting available. With a view to ensure information is easy to locate and informative.</p> <p><b>Progress:</b> Due to be conducted following publication of 23/24 draft AGS.</p>	Chief Finance Officer & Corporate Planning Department	Due to commence Target: August 2025	<p><b>Principle: A</b></p> <p>Monitored via: Corporate Development Department input into Organisational Reassurance Board</p>	<p>To deliver improved signposting and information relating to governance framework transparency.</p> <p>Seek input from internal stakeholders, Independent Advisory Group members and HMICFRS Force Liaison.</p>
Action 04/23-24 NEW	<p><b>Advisory group engagement review</b></p> <p><b>Risk identified:</b> Following the review undertaken a series of recommendations have been provided to enhance the force approach.</p> <p><b>Action:</b> Force to implement during 2024 – 2025.</p> <p><b>Progress:</b> The force has engaged with Advisory Groups in May 2024 around the planned recommendation implementation.</p>	ACC Local Policing and ACO Trust and Legitimacy	In progress Target: 2024 - 2025	<p><b>Principle: B</b></p> <p>Monitored via: Accountability Boards and into Organisational Reassurance Board</p>	Review of engagement approach with Advisory Groups.

# Future actions from 23/24 review



Action Number & Reference	Action identified and objective	Owner	Status & Target Date	Governance Area and Principle Linkage	Commentary
Action 05/23-24 NEW	<p><b>Estates transformation strategy</b></p> <p><b>Risk identified:</b> The Force will need to ensure resources are in place with the right level of competency to support implementation and that the programme design is aligned to operational needs and requirements as directed by the Chief Officer Team.</p> <p><b>Action:</b> Force to review ensuring sufficient and appropriate governance measures in place with alignment to Transport strategy.</p> <p><b>Progress:</b> A delivery plan is expected to be finalised and approved by early 2025.</p>	Estate Strategy Director	In progress Target: 2024 - 2026	<b>Principle: C</b> Monitored via: Estates Accountability Board, specific Transformation Board and reported to the OPCC Estates Board	Transformation strategy to link in with existing governance framework.
Action 06/23-24 NEW	<p><b>Transformation benefit tracking</b></p> <p><b>Risk identified:</b> Visibility of benefit delivery.</p> <p><b>Action:</b> Implement improved benefits assessment for change projects linked to Service Transformation Programme.</p>	Assistance Chief Constable - Transformation	Due to commence Target: 2024 - 2025	<b>Principle: D</b> Monitored via: Transformation Board	Proposed action from Transformation portfolio (potential force risk being reviewed). Benefit tracking to demonstrate achievement of intended outcomes.
Action 07/23-24 NEW	<p><b>First line leader training</b></p> <p><b>Risk identified:</b> Specific training to support new leaders and managers, particularly relating to colleagues promoted during the period of Uplift.</p> <p><b>Action:</b> Design and roll out bespoke training support packages.</p>	ACO People Services	Due to commence Target: 2024 - 2025	<b>Principle: E</b> Monitored via: Force Performance Board and L&PD	The force has completed an internal performance review of Sergeant and First Line Operational Supervisors - for the Force Performance Board. An action is to introduce a bespoke training package for acting Sergeants, particularly due to the volume after uplift.

# Future actions from 23/24 review



Action Number & Reference	Action identified and objective	Owner	Status & Target Date	Principle Linkage	Commentary
Action 08/23-24 NEW	<p><b>Capital requirement scrutiny</b></p> <p><b>Risk identified:</b> Identified opportunity to better align capital requirements and choices with revenue budgets.</p> <p><b>Action:</b> Develop a new process to assess and scrutinise capital requirements in line with capital funding planning is to be developed and agreed for implementation in 2024/25.</p> <p><b>Progress:</b> Due to commence in 2024/25</p>	Chief Finance Officer	Due to commence Target: 2024 - 2025	<b>Principle: F</b> Monitored via: CFO and DCC planning meetings, SPB, PCC financial monitoring and performance process	This is intended to better align capital requirements and choices with impact on revenue budgets, in light of funding challenges and savings targets, to maximise use of available resources.
Action 09/23-24 NEW	<p><b>External audit publication of accounts</b></p> <p><b>Risk identified:</b> The national issue is well documented however there is a risk that members of the public will not be aware of this and therefore could lead to a reduction in trust and confidence.</p> <p><b>Action:</b> The OPCC made a note on their public facing website to notify members of the public as to the reasons for non-publication of accounts and therefore AGS remaining in draft form.</p> <p><b>Progress:</b> Matter discussed at Joint Audit Committee and the Force has complied with all necessary submissions requested from external auditors.</p>	Chief Finance Officer	In Progress Target: September 2024	<b>Principle: G</b> Monitored via: Finance Accountability Board and reported to the Joint Audit Committee	The Force published its draft statement of accounts for 2022/23 on time and to the standard expected. There has been a national issue regarding the audit backlog, affecting the 'final' publication of the AGS as external auditors have not audited or issued an audit opinion on 2022/23 accounts.

# Appendix - how is the review undertaken?



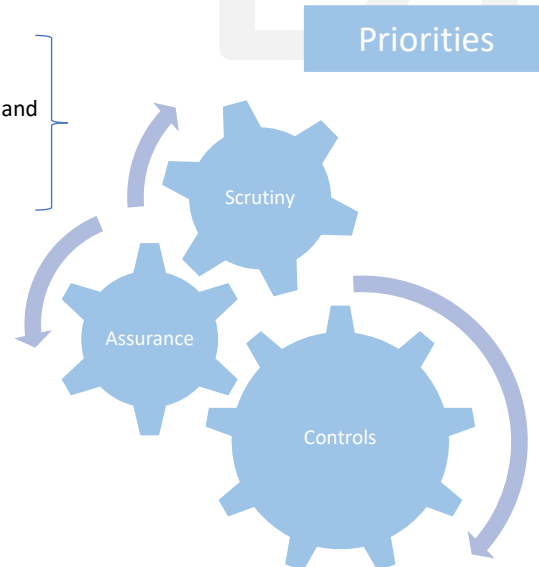
As part of the annual review, the Force engages with relevant stakeholders across the Force and external contributors, including but not limited to;

- Chief Officer Team
- Portfolio and Thematic Leads (Collaborated and Force Specific)
- Corporate Planning (including Risk Management and HMICFRS Inspection Coordination)
- Framework review via SCOM and ORB
- Evidence and assurance gathering via ORB briefing and distribution
- Internal Audit
- Office of Police Crime Commissioner
- External Audit

- Internal audit reports and actions
- External inspection recommendations
- Independent Advisory Groups, Scrutiny Panels and Ethics Committee contributions
- External audit reports and opinion
- Joint Audit Committee feedback and taskings

- Organisational Reassurance Board
- Organisational Learning Board
- Annual governance review
- Accountability Meetings
- Chief Officer Assurance Statements
- Annual risk assurance review

- Code of Corporate Governance
- Strategies
- Policies Framework
- Codes / APPs
- Processes
- Training
- Change / Transformation
- Action plans



## Process

- The approach and schedule for the production of the Annual Governance Statement was ratified in the February Force Organisational Reassurance Board (ORB).
- Regular alignment meetings are held with the Office of Police Crime Commissioner.
- Internal sign off was sought in mid May.
- The review undertaken and evidence to support the assessment is reported into the Force Organisational Reassurance Board in May alongside the draft Statement.
- The Joint Audit Committee have sight of the Annual Governance Statement at every meeting alongside signing of the draft.
- The intention is to share the final version in August ORB and September JAC, this is dependent on the External Auditor accounts production schedule.

## Useful links

Information signposting;

- Code of Corporate Governance [how-we-work](#)
- Memorandum of Understanding, Decision-making Framework, Scheme of Delegation, Financial Regulations and Contract Standing Orders [how-we-work](#)
- Statement of accounts [statement-of-accounts](#)
- Joint Audit Committee [joint-audit-committee](#)
- Annual Governance Statement [AGS](#)
- Chief Officer Assurance Statements [chief-officer-assurance-statements](#)
- Policies publication scheme [published-items](#)
- Gifts, hospitality, business interests and expenses [gifts-hospitality](#) and [expenses](#)
- Complaints procedure [complaints](#)
- Code of Ethics [code-of-ethics](#)
- Competency and Values Framework [competency-and-values-framework](#)