



SUSSEX POLICE AND CRIME PANEL

FRIDAY, 27 JUNE 2014

10.30 AM COUNCIL CHAMBER, COUNTY HALL, LEWES

A G E N D A

- 1 Appointment of Chairman
The Panel is asked to appoint a Chairman for a period of one year
- 2 Appointment of Vice-Chairman
The Panel is asked to appoint a Vice-Chairman for a period of one year.
- 3 Declarations of Interest
Members and officers must declare any pecuniary or personal interest in any business on the agenda. They should also make declarations at any stage such an interest becomes apparent during the meeting. Consideration should be given to leaving the meeting if the nature of the interest warrants it. If in doubt contact Democratic Services, West Sussex County Council before the meeting.
- 4 Minutes of previous meeting (*Pages 5 - 10*)
To confirm the minutes of the previous meeting on 24 January 2014.
- 5 Urgent Matters
Items not on the agenda which the Chairman of the meeting is of the opinion should be considered as a matter of urgency.
- 6 Review of Panel Membership and Proportionality (*Pages 11 - 14*)
The Panel is required to undertake an annual review of proportionality to take account of any changes to the political composition of constituent authorities during the course of the previous year. The report provides the latest political composition of local authorities in Sussex and a calculation of proportionality of the Panel.

The Panel is also required to consider the appointment of those members of the Panel with a one year term of office including independent co-opted members, and one additional member from each of the two county councils in Sussex to address any perceived imbalance in political proportionality.

- 7 Public Question Time
A total of 45 minutes will be allowed for questions from the public to the Police and Crime Commissioner and the Panel.

Better responses can be provided when we receive advance notice of questions. Therefore it would be helpful if questions could be submitted by noon on 26 June to allow substantive answers to be provided. If you intend asking a question of the Commissioner or the Panel under this section of the agenda please can you contact Matthew Evans prior to the meeting by calling 0330 22 22538 or email pcp@westsussex.gov.uk.

The questioner will be able to ask his/her question at the meeting, to which the Commissioner will provide a verbal response. On hearing the response, the questioner will have the opportunity to ask a supplementary question (one further question, which must be on the same subject as the original question). Supplementary questions, due to their nature, need not be

submitted in advance. Members of the Panel may be allowed to pose follow-up questions, at the discretion of the Chairman. In the event that the questioner is unable to attend the Chairman can ask the question on their behalf.

Questions can be posed to the Commissioner or to the Panel.

Questions to the Commissioner:

- Should relate to the role of the Commissioner, (strategic/policy issues), and not to operational matters or to individual grievances.

- Must not be defamatory, frivolous, vexatious or offensive

- Must not require the disclosure of confidential information

Questions to the Panel:

- Should relate to the role of the Panel (which is to hold the PCC to account).

- Must not be defamatory, frivolous, vexatious or offensive

- Must not require the disclosure of confidential information

8 Police and Crime Commissioner's Annual Report (*Pages 15 - 16*)
Report by the Police and Crime Commissioner

The Police and Crime Panel is required to review the Commissioner's annual report. The Commissioner will outline the annual report and the appendix which includes the financial outturn report for the year ended 31 March 2014.

The Panel is asked to review, put questions to the Commissioner and make recommendations on the annual report if necessary. All recommendations agreed by the Panel will be published in a report from the Chairman to the Commissioner.

9 Sussex Police Contact Management Arrangements Report (*Pages 17 - 20*)
Report by the Police and Crime Commissioner

The report provides an update on the call handling performance of Sussex Police's call centre. This report follows a public question raised at the Annual Meeting last year and an update at the November quarterly meeting. The Panel is asked to consider the update report and raise any issues of concern with the Commissioner.

10 Annual Report from the Host Authority (*Pages 21 - 30*)
Report by the Clerk to the Police and Crime Panel

The Host Authority is required to submit to the Panel an annual budget report (attached) detailing income and expenditure of the Panel during the previous year. As part of this report the Panel is asked to:

- Consider and comment on the annual budget report;

- Consider the proposal that West Sussex County Council (WSCC)

continues as the Host Authority to the Panel;

- Consider proposed changes to the Panel's constitution;
- Agree the PCP work plan for 2014/15 (Appendix); and
- Note an update on the mileage rate applied to travel expense claims.

11 Quarterly Report of Complaints (*Pages 31 - 34*)

The Panel is asked to consider the report of any complaints (attached) received since the previous meeting in January 2014 and the initial handling of complaints by the Monitoring Officer. The report also provides progress on those complaints previously reported to the PCP.

Six pieces of correspondence have been received since the last meeting of the Panel

12 Commissioner's Question Time

The Panel is asked to raise any issues or queries concerning crime and policing in Sussex with the Commissioner.

13 Verbal report of visit to Thames Valley Police and Crime Panel

Eileen Lintill will provide a verbal report of her visit to a meeting of the Thames Valley Police and Crime Panel and highlight any examples of good practice that could be utilised by the Sussex Panel.

No Background Papers

14 Appointments to Working Groups

Following changes to the membership of the Panel new appointments to the Police and Crime Plan Working Group and the Victim Services Working Group are required. The current membership of the working groups is provided below, the Panel is asked to nominate and agree appointments to the vacancies:

Police and Crime Plan Working Group

- Chairman of the Panel – tbc
- Vice Chairman of the Panel – tbc
- 1 Independent Member – Sandra Prail (Graham Hill as substitute)
- 1 representative of West Sussex District and Boroughs – David Simmons
- 1 representative of East Sussex District and Boroughs – tbc
- 1 representative of Brighton and Hove City Council – (cc: Liz Wakefield)

Victim Services Working Group

- Graham Hill
- David Simmons
- Rosalyn St Pierre
- 2 vacancies

No Background Papers

15 Procedure to be followed at confirmation hearings (*Pages 35 - 38*)

The report sets out the procedure to be followed at confirmation hearings.

16 Confirmation Hearings (*Pages 39 - 98*)

The report by the Clerk to the Panel provides details of the proposed appointments of the Chief Constable of Sussex Police and the Police and Crime Commissioner's Chief

Finance Officer. The Annexes to the report comprise information from the Police and Crime Commissioner regarding each proposed appointment

(a) Confirmation Hearings

The report contains information relating to the proposed appointment of the Chief Constable of Sussex Police. The Panel will ask the candidate questions relating to their professional competence and person independence, based on the background information provided, and request details on how the candidate meets the requirements in the role profile.

(b) Confirmation Hearing for Chief Finance Officer

The report contains information relating to the proposed appointment of the Sussex Police and Crime Commissioner's Chief Finance Officer. The Panel will ask the candidate questions relating to their professional competence and personal independence, based on the background information provided, and request details on how the candidate meetings the requirements in the role profile.

19 June 2014

Ninesh Edwards
Senior Adviser
Democratic Services
West Sussex County Council
033 022 22542
Email: pcp@westsussex.gov.uk

NOTE: As part of the County Council's drive to increase accessibility to its public meetings, this meeting will be broadcast live on its website and the record archived for future viewing. The broadcast/record is accessible at

www.eastsussex.gov.uk/yourcouncil/webcasts/default.htm

Sussex Police and Crime Panel

24 January 2014 – at a meeting of the Panel held at 10.30 a.m. at County Hall, Lewes.

Present:

David Simmons	Adur DC
Len Brown*	Arun DC
Eileen Lintill	Chichester DC
Nigel Boxall	Crawley BC
Chris Dowling	East Sussex CC
John Ungar	Eastbourne BC
Godfrey Daniel	Hastings BC
Sue Rogers	Horsham DC
Andy Smith	Lewes DC
Christopher Snowling	Mid Sussex DC
Robin Patten	Rother DC
Claire Dowling	Wealden DC
Nigel Peters†	West Sussex CC
Tom Wye	Worthing BC
Graham Hill	Independent
Sandra Prail	Independent

* Substitute for Paul Wotherspoon

† Substitute for Brad Watson

Apologies for absence were received from Rosalyn St Pierre (East Sussex CC), Warren Morgan (Brighton and Hove CC), Dr James Walsh (West Sussex CC), Brad Watson (West Sussex CC) and Paul Wotherspoon (Arun DC).

In attendance: Katy Bourne, Sussex Police and Crime Commissioner; Mark Streater, Chief Executive and Monitoring Officer of the Office of the Sussex Police and Crime Commissioner (OSPCC); John Eagles, Chief Finance Officer of the OSPCC; Mark Baker, Head of Finance, Sussex Police and Ninesh Edwards and Matthew Evans (Host Authority - West Sussex CC).

Declarations of Interest

70. In accordance with the code of conduct members of the Panel declared the personal interests contained in the table below.

Panel Member	Personal Interest
Andy Smith	Chairman of Lewes Community Safety Partnership
Robin Patten	Chairman of Rother Safety Partnership
Graham Hill	Member of Horsham Safety Partnership Senior Service Delivery Manager for Victim Support charity Member of Crawley Community Safety Partnership Board
Christopher Snowling	Member of Mid Sussex Safety Partnership
Claire Dowling	Chairman of Safer Wealden
Eileen Lintill	Chairman of Chichester Safer Community Partnership
Chris Dowling	Member of East Sussex Safer Community Partnership
Dave Simmons	Chairman of Safer Communities Partnership, Adur and

	Worthing Member of the Safer West Sussex Partnership
Nigel Boxall	Chairman of Crawley CDRP
Tom Wye	Member of Adur and Worthing Safety Partnership
Liz Wakefield	Member of Brighton and Hove Community Safety Forum
Godfrey Daniel	Member of Safer Hastings Partnership
Nigel Peters	Member of Safer Arun Partnership
Len Brown	Member of Safer Arun Partnership

Minutes

71. In a correction to the minutes it was noted that Liz Wakefield provided apologies to the previous meeting of the Panel.

72. Resolved – That, subject to the correction above, the minutes of the meeting of the Sussex Police and Crime Panel held on 11 October 2013 be confirmed as a correct record.

73. Mark Streater, OPCC, clarified detail contained in the minutes of the previous meeting and explained that the role of CSPs under the Safer in Sussex Community Fund was to support local organisations applying to the Fund.

Draft Budget 2014/15

74. The Panel considered a report by the Police and Crime Commissioner which outlined the budget (copy appended to the signed version of the minutes). The Panel received the draft budget which was introduced by John Eagles, OPCC and Mark Baker, Sussex Police.

75. The Panel raised the following points:

- The level of reserves and what fiduciary duty existed to maintain a certain level of reserves. *This was not prescribed but it was felt to be prudent to maintain reserves of 4-5%;*
- The reduction in the level of funding from central government. *The second Comprehensive Spending Review had reduced the level of funding to the Police and the top slicing of the central grant for police reforms had been greater than expected.*
- The budget listed cyber crime as an investment area but the Police and Crime Plan had not been updated to include detail on this priority. More information was requested on cyber crime investment and what outcomes were sought. *Cyber crime represented a very serious threat to the Sussex community and Sussex Police was currently producing proposals to address cyber crime in Sussex. Forces across the country were in a similar position and work was being undertaken to understand how local arrangements to address this priority area would coordinate with the National Crime Agency and local organisations. The investment in the initiative would be split between the development of the framework to address cyber crime and the actual delivery of the function.*

76. Resolved – that the Panel notes the budget for 2014/15.

Proposed Precept 2014/15

77. The Panel considered a report by the Police and Crime Commissioner which set out the proposed precept for 2014/15 (copy appended to the signed version of the minutes). The Commissioner introduced the report and set out the investment priorities for the forthcoming year which would be achieved in full by a precept increase of 3.6%.

78. The Panel provided the following comments during the debate:

- Concern was expressed that an increase in the precept would impact upon residents already struggling with the effects of inflation. It was acknowledged that the public was generally supportive of funding the local police force but it was queried whether resources could be refocused from other areas in support of the priorities? *The Commissioner acknowledged that the current financial situation was difficult and confirmed that during the consultation conducted on the proposed precept, 67% of people had responded favourably to an increase. The Commissioner outlined initiatives to make more efficient use of officer time including the training of Sexual Offences Liaison Officers (SOLOs). The precept increase was required to fund the investment priorities immediately; if the funding of the priorities relied upon savings they would be delayed. The Commissioner emphasised the importance of using investment to address the critical area of serious sexual crime.*
- The Panel accepted the priorities identified by the Commissioner for investment and wanted assurance that internal efficiencies had been fully realised before supporting the proposed precept. *The Commissioner confirmed that the savings programme would realise significant efficiencies and that savings would be achieved in the future through on-going work with the Surrey police force particularly with HR and IT functions. Co-location of police facilities with local partners had also realised savings under the estates strategy.*
- There was not unanimity of opinion across the Panel members regarding the proposed precept increase of 3.6%. Support was expressed for an increase of 3.6% by the majority of the Panel but other members opposed any increase in the precept and it was also suggested that the Commissioner should propose a more modest increase of 2%.
- Those Panel members supporting a precept of 3.6% felt that the Commissioner had presented a compelling case and had clearly identified investment priorities which required this increase. Furthermore members recognised that the increase in the precept would not merely bridge the gap in funding caused by the reduction in the grant from central government but was investment for the priorities. It was recognised and supported that the savings programme would address the reduction in central government funding and that the use of savings to fund investment priorities was not viable due to the delay in realising savings and the need for immediate investment for the identified priorities.
- The Panel recognised that a referendum to agree a precept increase would be a significant and burdensome cost to the Commissioner and that the use of taxpayer's money to fund a referendum was not in the interests of the public. It was suggested that the Panel allow the Commissioner some flexibility in setting the final precept to take account of the expected announcement from central government to confirm the referendum threshold for precept increases.

79. The following motion was proposed and seconded by the Panel: *The Panel supports a precept of 3.6% or a figure up to this amount; whichever is permissible without triggering a referendum.*

80. The Panel voted on the motion contained in minute 79 above and it was agreed by a clear majority of Panel members.

81. Resolved – That the Panel supports a precept of 3.6% or a figure up to this amount; whichever is permissible without triggering a referendum.

82. There was a brief adjournment at 11.58 a.m. and the meeting reconvened at 12.10 p.m.

Police and Crime Plan Working Group

83. The Panel received a report by the Clerk to the Panel regarding the work of the Police and Crime Plan Working Group to refresh the Police and Crime Plan for 2014/17 (copy appended to the signed version of the minutes). Ninesh Edwards introduced the report and explained that the Working Group had met twice: the first meeting considered the draft Plan and agreed recommendations; and the second meeting considered the updated version of the Plan.

84. The Commissioner commented on the report to explain that Sussex Police were working in partnership with Surrey Police and that a potential merger was not part of the arrangement between the forces. The Panel confirmed that the working group had proposed a recommendation that the potential for the merger of the two forces be examined in greater detail in the future.

85. Resolved – That the Panel agrees the recommendations of the Working Group set out below:

1. That the Plan should seek and actively support residents wishing to volunteer to deliver appropriate services;
2. The Plan should encourage the public to do more for themselves;
3. Greater cooperation should be sought with Surrey Police at a faster pace than has hitherto been the case (potentially including a merger), with a view to making greater savings, sooner;
4. That the Panel, when scrutinising the draft 2014/17 Plan, recognises that the Group did not have the opportunity to scrutinise sections on:
 - Community Priority 4: Cyber Crime
 - Policing Budget and Precept;
5. That the Commissioner refines the performance framework used to demonstrate achievement of the Police and Crime Plan 2014/17, so that it provides better evidence for the Plan's successful delivery;
6. That the Panel in future identifies themes arising from the Police and Crime Commissioner's performance monitoring reports for detailed scrutiny by the Panel;

7. That the Panel agrees for the Working Group to meet in support of future budget and Plan cycles, while continuing to report its work back to the Panel; and
8. That the Panel agrees for the terms of reference for the Working Group to be broadened to include acting as a critical friend to the development of the policing budget and precept.

Police and Crime Plan 2014/15 Refresh

86. The Panel considered a report by the Sussex Police and Crime Commissioner which provided details of the refreshed Police and Crime Plan (copy appended to the signed version of the minutes). Mark Streater introduced the report and informed the Panel that the Plan would be circulated to the Chairmen of CSPs for their information.

87. The Panel agreed the refreshed Police and Crime Plan and asked that the Chairman write to the Commissioner to outline its approval of the Plan.

88. Resolved –That the Panel agrees the refreshed Police and Crime Plan and that the Chairman should write to the Commissioner to outline its approval of the Plan.

Victim Services Working Group

89. The Panel received and noted a verbal update on the first meeting of the working group from Dave Simmons, Chairman of the Victim Support Working Group. At the first meeting of the Group terms of reference had been agreed and the current situation regarding victim services in Sussex had been presented by the OPCC. A number of recommendations had been proposed by the working group which would be circulated to the Panel with the notes of the first meeting.

Quarterly Report of Complaints

90. The Panel received and noted the quarterly report by the Clerk to the Panel of complaints received by the Monitoring Officer over the course of the last quarter. No complaints had been received over the last quarter.

Written Questions

91. The Panel received and noted a written question received prior to the meeting and the response provided by the Commissioner (copy appended to the signed version of the minutes).

Chief Constable Update

92. The Panel received and noted an update from the Commissioner on the appointment of a Chief Constable. Following the announcement of Martin Richard's retirement there would be a recruitment exercise for a new Chief Constable. From the 7 February Giles York would become the interim Chief Constable. The College of Policing was assisting with the process to appoint a new Chief Constable and it could be up to six months before the new post holder was in position.

Questions for the Commissioner

93. The following issues were raised by the Panel under Commissioner's question time:

- The Commissioner was asked to provide an update on the Safer Communities Fund. *It was confirmed that 12 bids had been received to date and it was known that others would be forthcoming.*
- The Commissioner was asked how she was assured that the issue of the underreporting of crime was not occurring in Sussex, which had been an issue reported in the national press. *The Commissioner confirmed that she was meeting with the Sussex Police's Crime Registrar on a quarterly basis to ensure she was content that the force had a sufficiently robust approach to the recording of crime.*

94. Andy Smith left the meeting at 12.37 p.m.

Visits to Police and Crime Panel Meetings in Other Areas

95. The Panel received an update on a meeting that took place between the Chairmen of Surrey and Sussex PCPs. It was reported that a member of the Hampshire Panel would be attending a forthcoming meeting to observe the Sussex PCP. Volunteers from the Panel were sought to attend meetings in other areas to learn best practice from other Panels.

Date of next meeting

96. The next meeting of the Panel would take place on 27 June 2014.

The meeting closed at 12.40 p.m.

Chairman

Sussex Police and Crime Panel

27 June 2014

Annual Review of Membership and Proportionality

Report by The Clerk to Sussex Police and Crime Panel

Recommendations

That the Panel:

1. Renews the appointment of the two independent co-opted members, to take effect immediately;
2. Agrees whether either or both of East and West Sussex County Councils should be invited to appoint an additional local authority member, for a one-year period of office; and
3. Agrees the political party affiliation of any additional local authority members from the County Councils, to take effect immediately.

1. Background

- 1.1 The Constitution of Sussex Police and Crime Panel requires it to review its political make-up and size once a year, at its annual meeting.
- 1.2 To inform this consideration, following May's local authority (LA) elections, officers in each of the 15 local authorities in Sussex provided the host authority with details of the political make-up of their authority, summarised in appendix 1.
- 1.3 For comparison, appendix 2 gives the equivalent data for 2013/14.

2. Discussion

- 2.1 The Panel is required to consider the political composition of borough, county, district and unitary authorities across Sussex to ensure that the political proportionality of the Panel mirrors (as closely as is practical) the political make-up of Sussex as a whole. During the review of the membership the Panel must agree: if it approves the reappointment of the independent co-opted members; if the County Councils in Sussex should provide a second representative; and the political affiliation of any additional County Council members.
- 2.2 The two independent co-opted members have one-year terms, which can be re-appointed annually for up to five years before the position must be re-advertised. The renewal of the appointment should be considered in the light of experience of the Panel's previous year of operation.

- 2.3 Schedule 6, paragraph 31 of the Police Reform and Social Responsibility Act 2011 requires the Panel to consider (“from time to time”) whether available seats could be assigned to additional LA members to enable the balanced appointment objective to be met, or more effectively met. If so, the Act requires the Panel to exercise this option. The balanced appointment objective is that the LA members of the Panel (when taken together) represent the political make-up of the relevant local authorities (when taken together).
- 2.4 The Panel is required to have a minimum of two independent co-opted members, and no more than 20 members in total, allowing a maximum of 18 LA Panel members.
- 2.5 Subject to the agreement of the Home Secretary, the Constitution grants Brighton and Hove City Council (B&HCC) an additional seat, to address geographical imbalance. The additional seat needs to be re-appointed by B&HCC annually, and must be used, as far as possible, to redress any political imbalance.
- 2.6 It is expected that each local authority appoints a representative to the Panel from its majority party. Following the elections in May 2014, the total number of Labour-controlled councils in Sussex has risen to two, which approximates to the number of PCP Labour seats a politically proportionate Panel should have.
- 2.7 As B&HCC have no Liberal Democrat or United Kingdom Independence Party (UKIP) councillors, the allocation of the second B&HCC seat to a Conservative councillor for 2014/15 is the most effective means of contributing towards the balanced appointment objective.
- 2.8 For clarity, (including an additional Conservative member from B&HCC) the core Panel membership of 16 local authority (LA) members for 2014/15 will be:
- | | |
|-------------------|----|
| Conservative: | 12 |
| Green | 1 |
| Liberal Democrat: | 1 |
| Labour | 2 |
- Total core LA members 16
- 2.9 The Constitution states that an additional local authority member may be appointed from each of the county councils on the agreement of the Panel, to address any perceived imbalance in political proportionality. Such members will have a one-year period of office. The Panel should review its proportionality against the political make-up of Sussex and determine the arrangement it wishes to operate for 2014/15.
- 2.10 In 2013/14 East and West Sussex County Councils were each invited to appoint an additional Liberal Democrat councillor. Considering the data in

appendix 1, and assuming the additional member from B&HCC is Conservative, the most politically proportionate Panel would arise if one county council appointed a Liberal Democrat councillor, and the other appointed a UKIP councillor.

- 2.11 Since the Liberal Democrats are the largest minority group in East Sussex County Council, and UKIP the largest minority group in West Sussex County Council, appointments along these lines are suggested.

3. **Resource Implications and Value for Money**

- 3.1 For 2014/15, the Home Office will provide £920 per Panel Member for travelling expenses.

4. **Risk Management Implications**

- 4.1 The Panel must strive to be politically and geographically proportionate.

5. **Other Considerations – Equality – Crime Reduction – Human Rights**

- 5.1 Not applicable.

Tony Kershaw

Clerk to Sussex Police and Crime Panel

Contact:

Ninesh Edwards

(T) 0330 222 2542

(E) ninesh.edwards@westsussex.gov.uk

Appendices

[Appendix 1](#) – Political Make-up of Sussex Local Authorities (14/15)

[Appendix 2](#) - Political Make-up of Sussex Local Authorities (13/14)

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Agenda item no. 8

To:	The Police & Crime Panel for Sussex
From:	The Police & Crime Commissioner for Sussex
Subject:	Sussex Police & Crime Commissioner Annual Report
Date:	27 June 2014
Recommendations:	That the Police and Crime Panel note and comment on the content of the report

1.0 Introduction

- 1.1 This report provides an update on performance against the priorities, objectives and measures set out in the Police & Crime Plan for the period 1 April 2013 to 31 March 2014.
- 1.2 The report also provides information relating to additional progress made by the Commissioner in terms of collaboration between Sussex and Surrey, Estates Strategy, Safer in Sussex Community Fund and policing Precept.
- 1.3 In addition, the Financial Outturn Report for 2013/2014 is included in the Annual Report.

2.0 Performance against the Police & Crime Plan

- 2.1 The Commissioner refreshed the Police & Crime Plan on 2 April 2014. The four priority areas that the Plan is structure around remain unchanged; Crime & Community Safety, Public Confidence, Victim Focus and Value for Money.
- 2.2 The changes to the Plan reflected the recommendations made by the Police & Crime Panel Working Group.
- 2.3 The achievements against the objectives and performance against the measures are summarised under each of the priority areas.

3.0 Additional Progress Made

- 3.1 The progress made by the Commissioner relating to collaboration, Estates Strategy, Safer in Sussex Community Fund and the policing Precept are all detailed in the report. Highlights include the following:
 - ✓ Sussex & Surrey Collaboration – Agreed a joint collaborative vision setting out how the two forces will work together.
 - ✓ Estates Strategy – Progress made against the £20m investment programme to improve the accessibility and visibility of neighbourhood policing.
 - ✓ Safer in Sussex Community Fund – Summary of the applications received, successful projects and grant amounts awarded.
 - ✓ Policing Precept – Re-evaluation of the funding and timescales for the delivery of the investments.

4.0 Financial Outturn Report

- 4.1 The Financial Outturn Report for the year ended 31 March 2014 is included as Appendix to the Annual Report.

Recommended – that the Police & Crime Panel note and comment the content of the Report.

Mark Streater
Chief Executive & Monitoring Officer,
Office of Police & Crime Commissioner for Sussex



Agenda item no. 9

To:	The Police & Crime Panel for Sussex
From:	The Police & Crime Commissioner for Sussex
Subject:	Sussex Police Contact Management Arrangements Report
Date:	27 June 2014
Recommendations:	That the Police and Crime Panel note and comment on the content of the report

1.0 Introduction

- 1.1 This report sets out the contact management arrangements and performance of the Communications Department within Sussex Police.
- 1.2 The report also considers the impact that introducing a new system has had on performance, remedial action implemented by the Force and future developments, including a restructure towards a single site Communications Department.

2.0 Contact Management Arrangements and Performance

- 2.1 The Communications Department within Sussex Police is responsible for all contact management arrangements. This includes all contact through the emergency (999) and non-emergency (101) telephone numbers to the Police Contact Centre.
- 2.2 Sussex Police received 221,141 calls to the 999 number across the performance plan year 2013/2014. 96% of these calls were answered within 10 seconds, with an average wait time of 4 seconds.
- 2.3 Sussex Police received 753,535 calls to the non-emergency number across the performance plan year 2013/2014. 96% of these calls were answered initially within 30 seconds by the switchboard team to triage and assess priority.
- 2.4 563,297 of these calls required further work and were subsequently transferred to the main contact centre. Of those calls transferred, 57% were answered within 60 seconds, with an average wait time of 2 minutes and 15 seconds.
- 2.5 However, it should be emphasised that the 57% of calls answered within 60 seconds was a reduction of 23% compared to the previous performance plan year. This decline in performance was identified by the Commissioner and was attributed to the introduction of Niche, a new crime management system, by the Chief Constable.
- 2.6 In addition, it is also worth emphasising that Sussex Police have historically received good satisfaction for both 999 and 101 calls. Feedback for the performance plan year 2013/2014 indicated that 97% of the 408 people surveyed were satisfied with the service that they received from the person they spoke to in the Police Contact Centre.

3.0 Introduction of Niche

- 3.1 Sussex Police introduced Niche, in May 2013 which replaced four internally used systems (crime reporting, intelligence, custody and case preparation systems).

- 3.2 Niche will significantly improve the quality of service that Sussex Police are able to deliver. However, in the short-term, the introduction of Niche has had a detrimental impact on the average call handling times for non-emergency calls.
- 3.3 In particular, the number of calls answered within 60 seconds reduced to 57% across 2013/2014, compared to 74% in the performance plan year 2012/2013.
- 3.4 This was also highlighted as an area of concern by Her Majesty's Inspectorate of Constabulary.
- 3.5 Sussex Police were the 16th force to introduce Niche nationally and adapted to the change quicker than other forces have done previously. However, the Force acknowledge that this has led to longer delays in answering calls and are working hard to reverse this trend.

4.0 Remedial Action

- 4.1 The Commissioner has privately and publically challenged the Chief Constable regarding the non-emergency call handling performance. In particular, the Commissioner has held the Chief Constable to account at a number of her monthly Performance & Accountability Meetings.
- 4.2 Consequently, this was raised as a significant risk to the Command Team within Sussex Police and was monitored on a weekly basis. The Force has taken a number of steps to reduce call handling times back to expected levels, including the following:
- Training – All staff in the Police Contact Centre were provided with additional training to assist them in becoming confident in the use of the new system.
 - Recruitment – Sussex Police recruited 30 contact handlers who joined the Force in intakes across March, April and May. A further intake of 30 contact handlers is also planned across June, August and September. The Force is also in the process of recruiting 10 controllers.
 - Process Work – There are several ongoing workstreams within Sussex Police looking at reducing call handling times, duplication and streamlining existing processes.
 - Channel Shift – Sussex Police acknowledge that more people now want the option to make reports on-line which provides users with greater control over when they contact the Force and removes waiting times. The Force will continue to facilitate this channel shift.
- 4.3 The Commissioner will continue to hold the Chief Constable to account for delivering an improvement in this particular area of performance ahead of the planned move towards a single site Communications Department later in the year.

5.0 Single Site Communications Department

- 5.1 The Communications Department is in the process of restructuring and will move from three individual sites to a single site at Sussex Police Headquarters, Lewes which is anticipated to save £1.8 million per annum. This will include a reduction of 37 posts (circa 10%) from the establishment, which, alongside other savings, will reduce total costs by circa 20%.

- 5.2 The single site Communications Department was due to go live on the 1 April 2014. However, due to a delay in the delivery of the required Information Technology, this has now been delayed until 1 September 2014.
- 5.3 These delays are having a significant impact on call handling performance because Sussex Police are already at the required reduced staffing levels for the single site but will remain in three sites over the summer. To mitigate the impact of this the Force has already moved some emergency call handlers, contact handlers and controllers to Lewes, ahead of September.
- 5.4 As well as moving to a single site, Sussex Police will take the opportunity to upgrade some of their call handling applications, including the introduction of queue-buster technology.

6.0 Future Developments

- 6.1 It is essential that Sussex Police maintain their 999 call handling performance and further investment in modern technology will ensure that non-emergency calls are managed in a smarter way to reduce call waiting times.
- 6.2 Sussex Police will be working closely with Surrey Police to align the contact management arrangements between both forces. Further work with the wider Sussex and Surrey emergency services, including the Fire and Rescue and Ambulance services, is also planned.
- 6.3 The Commissioner will continue to monitor this area of Sussex Police performance throughout the summer and the transition to a single site Communications Department.

Recommended – that the Police & Crime Panel note and comment on the content of the Report.

Mark Streater
Chief Executive & Monitoring Officer,
Office of Police & Crime Commissioner for Sussex

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Sussex Police and Crime Panel

27 June 2014

Annual Report from the Host Authority

Report by The Clerk to Sussex Police and Crime Panel

Recommendations

That the Panel:

1. notes the budget outturn for 2013/14;
2. agrees West Sussex County Council will continue to act as the host authority for the foreseeable future;
3. agrees to amend its constitution as detailed in section 5 of this report;
4. agrees the work plan for 2014/15 in the appendix to this report; and
5. notes the new mileage rate of 46.9p per mile.

1. Background

- 1.1 The Panel received funding from the Home Office to cover administrative costs and members' travelling expenses in the period 1 April 2013 to 31 March 2014 as follows.

- £53,300 for administrative expenses.
- £2,689 for members' expenses.

Total: £55,989

- 1.2 The Panel previously requested that a summary of its operating costs is considered at its annual meeting.

2. Discussion

- 2.1 In the period 1 April 2013 to 31 March 2014, the total Panel running costs were:

- £55,051 in administrative expenses
- £2,689 in members' expenses.

Total: £57,740

The administrative expenses are almost exclusively for staffing (including on-costs). Some points to highlight are:

- a) The Home Office will reimburse up to a maximum of £18,400 (£920 per member) for PCP members' travelling expenses. As was the case in 2013/14,

the Panel has only claimed a relatively small proportion of the available funding.

- b) The Panel formally met four times. One of these meetings was for confirmation hearings, which carry an additional burden in staff time, and require specialist guidance from staff in legal services and human resources.
- c) The Panel established two working groups. The Police and Crime Plan Working Group acted as a critical friend to the development of the “refreshed” Police and Crime Plan, and presented its report to the Panel’s meeting in January 2014. It has since been agreed that the Group will remain constituted and meet in 2014/15, broadening its work to include scrutiny of the Sussex Police 2015/16 budget development process. The Victims’ Services Working Group works to give independent consideration and evaluation to the victims’ services commissioning process. In total, three informal working group meetings were held.
- d) The initial handling of complaints was not originally foreseen as a duty which the host authority would be required to undertake. Although the level of complaints has not been as high as initially feared, their handling is time-intensive.

2.2 WSCC does not seek funds to cover the overspend.

2.3 It is anticipated that the staff costs of administering the Panel will be achieved within the envelope of funding provided by the Home Office, for the forthcoming year.

3. **Host Authority**

3.1 One authority within Sussex (known as the Host Authority) is required to provide the administrative support for the Panel. West Sussex County Council, which has acted as Host Authority since the Panel’s inception, has recently reviewed its commitments in this respect, and is willing to continue acting as Host Authority for the foreseeable future, should the other Sussex authorities be content with this arrangement.

3.2 In the event of an authority wishing to relinquish, or take on, the role of host authority, time must be allowed to ensure the smooth transfer of knowledge and information to the new host, and to ensure that the necessary work with the Home Office is undertaken in a timely fashion. A notice period of at least six months is proposed, to expire on either 1 April or 1 October in any year (to fit with the Home Office’s funding cycle). See para 5.2

4. **Funding and expenses claims for 2014/2015**

- 4.1 Funding - The Home Office has confirmed that funding will remain unchanged for 2014/15, £53,300 (for Panel administration costs), and up to £18,400 (20 x £920, available for members' expenses). The funding will be paid in arrears, in six-monthly instalments.
- 4.2 Mileage Rate - The host authority (West Sussex County Council) of the Sussex Police and Crime Panel is responsible for the payment of travelling expenses including a car mileage rate at the level paid to members of WSCC. In May 2014 West Sussex County Council reduced its mileage rate to 49.6p per mile. This will now be the rate that members of the Panel will be able to claim for travel by car on Panel business. This rate will apply to all claims received after 1 May 2014.

5. Sussex Police Crime Panel Constitution

Members are asked to agree the following amendments to the Constitution. The Panel's constitution was agreed by the PCP at its meeting on 26 November 2012 and is attached, for information.

5.1 Panel Arrangements, paragraph 1

The paragraph currently states:

- 1 All Home Office funding for the Panel will be received and administered by the Host Authority. The Host Authority for the first full year will be West Sussex County Council.

With regard to paragraphs 3.1 and 3.2, it is proposed to amend this paragraph to state:

- 1 All Home Office funding for the Panel will be received and administered by the Host Authority.

5.2 Panel Arrangements - proposed new paragraph

With regard to paragraph 3.2 of this report, it is proposed to insert a new paragraph, between existing paragraphs 1 and 2.

- 2 Any authority wishing to take on or relinquish the role of Host Authority must give at least six months' notice to the Panel, to expire on either 1 April or 1 October in any given year.

5.3 Rules of Procedure, paragraph 36

The PCP delegated initial handling of complaints to the proper officer of the host authority at its 26 November 2012 meeting. It also agreed to review the arrangements for handling complaints after a suitable period of operation. (Note: under the current arrangements, the Monitoring Officer to West Sussex County Council acts as the "Proper Officer")

The paragraph currently states:

36 "In the event of the Panel receiving a complaint about the conduct of the Commissioner, the issue will be examined by the Proper Officer of the host authority to establish that the complaint falls within the remit of the Panel. The Panel will establish a **sub-committee** to consider complaints and to determine whether and through what mechanism any particular complaint should be **investigated**. Any complaint referred for **investigation** shall be considered by the same or a differently constituted **sub-committee** of the Panel using the hearing procedures of the host authority's standards regime."

5.4 The Act is clear that the Panel has no powers of investigation, and it is proposed to delete such references within the Constitution.

5.5 The term "sub-committee" has particular significance under the Local Government Act 1972, introducing formality which may not be conducive to the informal resolution of a complaint. It is proposed to replace this term with "working group", as used elsewhere in the Constitution.

5.6 Generally, paragraph 36 has not yet been amended to reflect the decision the Panel took around the handling of complaints at its meeting on 26 November 2012.

5.7 Therefore it is proposed to amend the paragraph, and add subsequent paragraphs as follows:

36) In the event of the Panel receiving a complaint about the conduct of the Commissioner, or of a conduct issue otherwise coming to the attention of the Panel, the initial handling is delegated to the Proper Officer of the Host Authority. The Proper Officer shall determine whether or not the complaint falls within the remit of the Panel, and whether it is deemed to be serious, under the Police Reform and Social Responsibility Act 2011.

37) Where a complaint falls within the remit of the Panel, but is judged to be non-serious, the Panel will establish a working group to consider the need for, and to undertake, informal resolution of the complaint. The working group, having a quorum of 3, will have up to 5 members. The membership will be rotated and the working group will strive to include 1 minority party member and 1 independent member.

38) The Panel shall receive a schedule of complaints at each quarterly meeting.

6. **Resource Implications and Value for Money**

6.1 The Constitution of Sussex Police and Crime Panel states that its total running costs shall be contained within the funding provided by the Home Office.

7. **Risk Management Implications**

7.1 None

8. **Other Considerations – Equality – Crime Reduction – Human Rights**

8.1 Not applicable

Tony Kershaw

Clerk to Sussex Police and Crime Panel

Contact:

Ninesh Edwards

(T) 0330 222 2542

(E) ninesh.edwards@westsussex.gov.uk

Appendices:

[Appendix 1](#) - Sussex Police and Crime Panel Constitution.

[Appendix 2](#) - Sussex PCP Work Programme 2014/15

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Police and Crime Panel – Work Programme 2014/15

As of 18.06.14

Item	Lead Officer	Objectives and comments	Update
Committee 27 June 2014 – Annual Meeting			
PRAM despatch: Wed 11 June PRAM date: Mon 16 June, 10.30 a.m. Formal despatch: Wed 18 June			
Appointment of Chairman and Vice Chairman		To appoint the Chairman and Vice-Chairman for the forthcoming year.	
Public QT		A public question time of 45 minutes will follow the confirmation of the minutes.	
PCCs Annual Report/Half Year monitoring report/Call centre performance	OSPCC	To scrutinise the Commissioner's Annual Report – including half year monitoring report for the period Oct 2013 – Mar 2014 and performance update relating to the call-handling times at the 111 service call centre.	
Review of proportionality and membership	Clerk to the Panel	The Panel to consider any changes to proportionality and changes to membership/composition of the Panel.	
Quarterly Review of PCC Complaints including the annual review	Clerk to the Panel	Review of the complaints received, complaints handling and current status. Review of complaints received over the course of the previous year.	
Host authority annual report including work Plan and future meeting dates	Clerk to the Panel	The report to include the annual budget report and a rolling work plan for 2015/16.	
Item	Lead Officer	Objectives and comments	Update
Committee 10 October 2014			
PRAM despatch: Wed 24 Sept PRAM date: Mon 29 Sept, 10.30 a.m. Formal despatch: Wed 1 Oct			
Complaints against the PCC	Clerk to the Panel	Quarterly summary of complaints	
Draft budget intentions 2015/16	OSPCC	To receive a report on the draft budget intentions and investment priorities for 2015/16.	
Item	Lead Officer	Objectives and comments	Update

Committee 23 January 2015

PRAM despatch: Wed 7 Jan

PRAM date: Mon 12 Jan 10.30 a.m.

Formal despatch: Wed 14 January

Precept and Draft Budget 2015/16	OSPCC	To review and make reports and recommendations on the proposed precept for 2015/16. To review the draft budget for 2015/16.	
Half-yearly Police and Crime Plan Monitoring Report	OSPCC	Report providing an update on performance against objectives in the Police and Crime Plan.	
Final report of the Annual Plan Working Group	Clerk to the Panel	To report the outcomes of the Police and Crime Plan working group following meetings to involve .0	

Committee 20 February 2015

PRAM despatch:

PRAM date:

Formal despatch: Thur 12 February

Provisional meeting for consideration of the revised precept		Provisional meeting date for consideration of the revised precept for 2015/16.	
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Committee 17 April 2015

PRAM despatch: Wed 1 April

PRAM date: Mon 6 April, 10.30 a.m.

Formal despatch: Wed 8 April

Quarterly report of complaints	Clerk to the Panel	Review of the complaints received, complaints handling and current status.	
Written Questions and Questions for the PCC		Standing item for the questions to the Commissioner and the Panel	

Committee 26 June 2015 – Annual Meeting

PRAM despatch: Wed 10 June

PRAM date: Mon 15 June

Formal despatch: Wed 17 June

Appointment of Chairman and Vice Chairman		To appoint the Chairman and Vice-Chairman for the forthcoming year.	
PCCs Annual Report and half yearly monitoring report	OSPCC	To scrutinise the Commissioner's Annual Report – including half year monitoring report for the period Oct 2013 – Mar 2014	

Public question time (45 mins)		A public question time of 45 minutes will follow the confirmation of the minutes.	
Review of proportionality and membership	Ninesh Edwards	The Panel to consider any changes to proportionality and resultant changes upon membership and composition of the Panel.	
Quarterly Review of PCC Complaints	Ninesh Edwards	Review of the complaints received, complaints handling and current status.	
Project Work	Ninesh Edwards	Priority topics for consideration.	
Work Plan and future meeting dates	Clerk	A rolling work plan for the remainder of the current year – until June – and outline plan for 2013/14 will be considered by the Panel. Future meetings to be proposed as part of the work plan.	
Working Groups			
Police and Crime Plan Working Group		Will meet in September/October 2014 date to be arranged	
Victim services Working Group		Has met once December 2013, further meetings anticipated	

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Sussex Police and Crime Panel

27 June 2014

Complaints about the Police and Crime Commissioner

Report by The Clerk to Sussex Police and Crime Panel

Recommendations

That the Panel considers the complaints against the Commissioner since the last meeting, and any action that the Panel might take in respect of these.

1. Background

- 1.1 In accordance with the Elected Local Policing Bodies (Complaints and Misconduct) Regulations 2012, the Sussex Police & Crime Panel (PCP) is responsible for the initial handling of complaints against Sussex Police and Crime Commissioner (PCC) and the Deputy Police and Crime Commissioner (DPCC).
- 1.2 At its meeting of 26 November 2012 the Panel decided to delegate its initial handling duties to the Clerk to Sussex Police and Crime Panel, and to consider a report of the complaints received, quarterly.
- 1.3 Serious complaints (those alleging criminal conduct) are referred automatically to the Independent Police Complaints Commission (IPCC). A sub-committee meets to consider complaints against the PCC requiring informal resolution (those considered "non-serious").

2. Correspondence Received from 24 January to 18 June 2014

- 2.1 Six people contacted the Panel. All six raised issues that were recorded. The Clerk to the Panel, considered these and decided that none constituted a complaint which fell within the remit of the Panel.
- 2.2 The decision was notified to the correspondent in writing, via email where no postal address was provided.

Complaints

- 2.3 During the subject period no correspondents raised issues which constituted a serious complaint, as defined by the Regulations (see 1.3).

Correspondence Recorded, But Not Considered to be a Complaint

- 2.4 Of the letters/emails received and determined by the Clerk to the Panel not to be (within the terms of the Regulations) appropriate complaints:

- An individual contacted the Panel via telephone, to complain about difficulties he had encountered in making a verbal complaint to the OSPCC. Subsequent enquiries revealed that the correspondent's complaint had been verbally received by the Office of Sussex Police and Crime Commissioner (OSPCC).
 - An individual contacted the Panel via email on several occasions, but raised no substantive issue concerning the conduct of the Commissioner on any specific matter. Allegations were made about corruption within Sussex Police which, while not within the remit of the Panel, which were of concern to the Panel. The Chairman wrote to the Commissioner, who confirmed that the matters had been investigated, and found to be without foundation.
 - A former employee of Sussex Police raised an issue concerning personnel issues. Operational matters are the responsibility of the Chief Constable, not the Commissioner.
 - An individual contacted the Panel via a referral from the Independent Police Complaints Commission, concerning dealings with Sussex Police, the Commissioner's office, and the office of the Coroner for East Sussex. No complaint relating to the conduct of Sussex Police and Crime and Commissioner could be discerned.
 - An individual contacted the Panel via email on several occasions to allege corruption within Sussex Police, but raised no substantive issue concerning the conduct of the Commissioner.
 - An individual contacted the Panel via email regarding the status of complaints made to Sussex Police Professional Standards Department, and to the OSPCC. No substantive issue concerning the conduct of the Commissioner was raised.
- 2.5 These were recorded. However, the Clerk to the Panel determined that none constituted a complaint which fell within the remit of the Panel, and no further action was taken.
- 2.6 In some cases correspondents have emailed all Panel members directly. It is proposed that members receiving such correspondence in future do not respond directly, but instead forward the message to the Clerk, who will consult with the Chairman and respond on behalf of the Panel.
3. **Resource Implications and Value for Money**
- 3.1 The cost of handling complaints is met from the funds provided by the Home Office for the operation and administration of Sussex Police and Crime Panel.
4. **Risk Management Implications**
- 4.1 It is important that residents can have confidence in the integrity of the system for handling complaints against Sussex Police and Crime Commissioner and her Deputy.

5. **Other Considerations – Equality – Crime Reduction – Human Rights**

5.1 Not applicable

Tony Kershaw

Clerk to Sussex Police and Crime Panel

Contact:

Ninesh Edwards

(T) 0330 222 2542

(E) ninesh.edwards@westsussex.gov.uk

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Procedure to be followed at Confirmation Hearings of the Police and Crime Panel

The Panel's role in confirming senior appointments

Senior appointments are those of Chief Executive, Chief Finance Officer and Deputy Police and Crime Commissioner made by the Police and Crime Commissioner (PCC). It is the duty of the Police and Crime Panel to hold a public confirmation hearing and to review, make reports and recommendations in respect of proposed senior appointments and to publish their reports or recommendations.

The Panel is also required to hold a public confirmation meeting to review and make reports on the proposed appointment of the Chief Constable including, if necessary, the use of the power of veto by a two thirds majority of the current membership of the Panel, and to publish its reports.

The rules relating to confirmation hearings

The rules concerning confirmation hearings are set out in Schedules 1 and 8 of the Police Reform and Social Responsibility Act.

Schedule 1 concerns the appointment of the PCC's chief executive, chief finance officer and any deputy police and crime commissioners.

- i) Confirmation hearings are meetings of the Panel held in public;
- ii) The PCC must to notify the Panel of proposed senior appointments;
- iii) The Panel shall review the proposed senior appointment and make a report to the PCC, including recommendations relating to the candidate's appointment;
- iv) This process must take place within a period of three weeks of the receipt of notification from the PCC;
- v) The candidate may be requested to appear for the purpose of answering questions relating to the appointment; and
- vi) The PCC must respond to the report and recommendations of the Panel to confirm whether they accept or reject the recommendation. There is no duty upon the PCC to give reasons for their decision.

Schedule 8 covers the appointment of the chief constable. The procedure and rules shall be as above save for two important differences.

- i) The Panel has a power of veto over the appointment of the chief constable. A two thirds majority of current membership is needed. The Panel can recommend that the PCC does not make the appointment but if the Panel exercises the veto the candidate cannot be appointed; and
- ii) If the Panel fails to conduct a confirmation hearing and report to the PCC within the three week period then the appointment of the candidate can be made.

The procedure for confirmation hearings is set out below:

1) Notification of proposed senior appointment

The PCC will notify the Panel of a proposed senior appointment in writing to the chairman of the Panel and to the clerk. The notification of a proposed senior appointment from the PCC should be accompanied by background information such as a CV or a personal statement to assist the Panel in its assessment of professional competence and personal independence of the candidate. At the very least the PCC is required to provide the following information:

- name and contact details of the candidate;
- criteria used to assess the suitability of the candidate for the appointment;
- how the candidate satisfies those criteria; and
- the terms and conditions on which the candidate is to be appointed.

Personal independence is defined in the guidance relating to confirmation hearings as a candidate's ability to act in a manner that is operationally independent of the PCC. This applies to the three officer appointments. In relation to the role of Deputy Commissioner the Panel may question the ability of the candidate to recognise and understand the separation of political and operational responsibilities in relation to the post.

2) Arrangement of confirmation hearing and notifying the candidate

Following the receipt of notification from the PCC a confirmation hearing will be arranged, which will take place within three weeks of the date of receipt of notification. The chairman of the Panel or the clerk will write to the candidate to confirm the date of the hearing and notify them of the principles of professional competence and personal independence on which they propose to evaluate the candidate. The letter will set out the legislative provisions underpinning the hearing and inform the candidate that any information they provide will be placed in the public domain.

If the candidate's references are to be distributed to the Panel it is the responsibility of the PCC to inform relevant referees of the placing of references in the public domain.

3) Briefing and pre-meeting

The Panel will try to have a pre-meeting prior to a confirmation hearing to allow for a consideration of the background information provided by the PCC. The pre-meeting is intended to provide members of the Panel with an opportunity to consider the scope and thrust of their questioning at the hearing. It is expected that questioning will concern the professional competence of the candidate and

their personal independence and will rely on the background information provided.

The pre-meeting will be held in private and, where possible, will be attended by the clerk or a legal adviser and a senior HR adviser from the host authority to assist the Panel in the provision of specialist and technical advice. Additional information relating to the candidate, not provided by the PCC but available elsewhere, should be considered by the clerk and the HR adviser to ensure that the process is fair, and that it will help the Panel assess competence and independence.

4) The Hearing

With preparation and planning at the pre-meeting, confirmation hearings will be short and focused. The hearing will be a two stage process:

- The Panel will question the candidate to determine if he/she meets the criteria set out in the role profile and whether they possess the professional competence and personal independence to carry out the role; and
- The Panel will determine whether to endorse the candidate's appointment; to recommend that the candidate should not be appointed; or, in respect of Schedule 8 appointments, to use its power of veto. This second stage of the hearing will be held in closed session (see below).

At the start of the hearing the chairman will outline the order of business and will explain the process and powers of the Panel. The candidate will be permitted to ask any procedural questions before the questioning starts.

The Panel will question the candidate and will ensure that the candidate is treated fairly and politely at all times.

At the end of the session the candidate has the opportunity to clarify any answers that he or she has given in the course of the hearing, and ask any procedural questions of the Panel, for example about the next steps or the decision-making process.

5) The decision-making process

Immediately following the completion of questioning and points of clarification, the Panel will go into closed session to take its decision and prepare any recommendations to the PCC.

If the Panel is content with the proposed senior appointment it can agree to report to the PCC its endorsement of the appointment.

In the event that the Panel determines that a Schedule 1 candidate does not, meet the requirements for the post the Panel may provide advice and recommendations to the PCC in its report.

If the candidate is a Schedule 8 appointment and the Panel determines that the candidate does not meet the standards required in the role profile it can use the veto. A veto must be a by a two thirds majority of the current membership. It is envisaged that the veto will only be used in exceptional situations.

Where a candidate meets the standards, but the Panel has concerns about their suitability, such concerns can form part of the Panel's report and recommendations to the PCC. For Schedule 8 candidates this provides an alternative to the use of the veto.

In the event that the Panel determine that a Schedule 1 candidate does not meet the minimum requirements for the post, providing advice and recommendations to the PCC in its report is the only option open to the Panel.

Making recommendations on Schedule 1 and Schedule 8 appointments

The Panel will decide whether to recommend to the PCC that the appointment be made, or that it not be made. A recommendation that an appointment is not made is not the same as a veto; the PCC can exercise the right to make the appointment despite a recommendation that the candidate be not appointed.

The Chairman of the Panel will write to the PCC on the next working day following the confirmation hearing to outline the decision and recommendations of the Panel. The candidate will also be sent a copy of the letter.

The Panel will wait five working days before it publishes any information about its recommendations unless it is agreed with the PCC that this information can be released at an earlier stage. The Panel will ensure that the PCC has received and acknowledged receipt of the Panel's recommendations before making its recommendations public.

Applying the veto

Where the veto is exercised for a Schedule 8 appointment, the PCC may not appoint the candidate. The veto will be reported to the PCC on the next working day following the hearing. The PCC will be responsible for notifying the candidate.

The Panel will publish its veto five working days after the decision and the PCC, alongside this information, will publish information setting out the steps that will be taken to make another appointment. If however the candidate's interests would be better served by a quicker release of information, this can be discussed and agreed with the PCC.

Sussex Police and Crime Panel

27 June 2014

Confirmation Hearings for the Proposed Chief Constable of Sussex Police and the Proposed Chief Finance Officer of the Office of Sussex Police and Crime Commissioner

Report by The Clerk to Sussex Police and Crime Panel

Recommendations

1. That the Panel considers the information provided by the Office of Sussex Police & Crime Commissioner (see agenda item no. [16a Annex A](#)) and, following questioning, agrees a recommendation to the Commissioner on whether or not to appoint the proposed Chief Constable of Sussex Police.
2. That the Panel considers the information provided by the Office of Sussex Police & Crime Commissioner (see agenda item no. [16b Annex B](#)) and, following questioning, agrees a recommendation to the Commissioner on whether or not to appoint the proposed Chief Finance Officer to the Office of Sussex Police and Crime Commissioner
3. That the Panel delegates to the Clerk to Sussex Police and Crime Panel, in consultation with the Panel Chairman and Vice Chairman, the development and submission of the reports to the Commissioner containing the Panel's recommendations.
4. That the Panel agrees an embargo on the release of the outcomes of the confirmation hearings until 12.00 noon, Monday 30 June to be observed by members of the Panel and the Office of the Police and Crime Commissioner.

1. Background

- 1.1 The Police Reform & Social Responsibility Act 2011 (the Act) requires that Police & Crime Panels hold confirmation hearings for certain key appointments to be made by the Police & Crime Commissioner. These requirements are detailed within two Schedules of the Act.
- 1.2 The confirmation hearings of 27 June are for proposed appointments, under Schedule 8 of the Act, to the role of Chief Constable for Sussex Police and Schedule 1, to the role of Chief Finance Officer to the Office of Sussex Police and Crime Commissioner (OSPCC).

2. Confirmation Hearings for the Proposed Chief Constable and Proposed Chief Finance Officer

- 2.1 The Police & Crime Commissioner must provide the Panel with the following information (see the supporting Annexes):

- i. The names of the people whom the Commissioner is proposing to appoint;
- ii. The criteria used to assess the suitability of the candidates for the appointments;
- iii. Why the candidates satisfy those criteria; and
- iv. The terms and conditions on which the candidates are to be appointed.

3. The Police & Crime Panel's Role

3.1 Under the terms of the Act, the Panel is required to:

- i. Review the proposed senior appointments
- ii. Make a report to the Commissioner on the proposed senior appointments
- iii. Include within reports recommendations to the Police & Crime Commissioner as to whether or not the candidates should be appointed
- iv. Publish its reports in a manner of its own determination
- v. In respect of the confirmation hearing for the Chief Constable the Panel has the power of veto by a two thirds majority, if necessary.

4.2 The Panel is invited to question each candidate in order to confirm each has the necessary professional competence and personal independence to carry out the role.

4.3 The Panel will arrive at a conclusion on each proposed candidate during a closed session following the hearings, and then publish a report on the proposed appointments to the Commissioner, with a recommendation as to whether or not each candidate should be appointed.

4.4 The Act allows the Police & Crime Commissioner the right to accept or reject the Panel's recommendations; however, she must inform the Panel of her decisions. In the event of the Panel exercising the power of veto over the appointment of the Chief Constable the Police and Crime Commissioner must not appoint the candidate.

4. Recommendations

1. That the Panel considers the information provided by the Sussex Police & Crime Commissioner (see agenda item no. 16a Annex A) and, following questioning, agrees a recommendation to the Commissioner on whether or not to appoint the proposed Chief Constable to Sussex Police.
2. That the Panel considers the information provided by the Sussex Police & Crime Commissioner (see agenda item no. 16b Annex B) and, following questioning, agrees a recommendation to the Commissioner on whether or not to appoint the proposed Chief Finance Officer to the Office of Sussex Police and Crime Commissioner.
3. That the Panel delegates to the Clerk to Sussex Police and Crime Panel, in consultation with the Panel Chairman and Vice Chairman, the development

and submission of the reports to the Commissioner containing the Panel's recommendations.

4. That the Panel agrees a period of embargo on the release of the outcomes of the confirmation hearings to be observed by members of the Panel and the Office of the Police and Crime Commissioner.

5. **Resource Implications and Value for Money**

- 5.1 The cost of this hearing is met from the funds provided by the Home Office for the operation and administration of Sussex Police and Crime Panel.

6. **Risk Management Implications**

- 6.1 It is essential that residents can have confidence in the soundness and integrity of the recruitment process for senior appointments to public bodies. Scrutiny of the proposed candidates will help inform the PCC's final decision, without influencing the impartial process that preceded that decision.
- 6.2 The hearing must be conducted within the bounds of employment law, and must not stray into unwarranted intrusion, or lines of questioning that might be unfair or unreasonable.

7. **Other Considerations – Equality – Crime Reduction – Human Rights**

- 7.1 The Panel's positive obligations under the Human Rights Act have been considered in the preparation of these recommendations but none of significance emerges.
- 7.2 Equality and diversity principles will apply to an appointment process, in order to ensure compliance with the public sector equality duty.

Tony Kershaw

Clerk to Sussex Police and Crime Panel

Contact:

Ninesh Edwards
(T) 0330 222 2542
(E) ninesh.edwards@westsussex.gov.uk

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To	Police and Crime Panel for Sussex
From	Police and Crime Commissioner for Sussex
Subject	Formal notification of proposed appointment to the position of Chief Constable of Sussex Police as required under the Police Reform and Social Responsibility Act 2011
Date	27 June 2014
Recommendation	That the Panel commend the appointment of Giles York as Chief Constable of Sussex Police

Introduction

1.1 On the 5 March the previous Chief Constable retired. Deputy Chief Constable Giles York was appointed to the post on a temporary basis pending a formal appointment.

1.2 The Police Reform and Social Responsibility Act 2011, (paragraph 38) provides that the Police and Crime Commissioner for a police area must appoint the Chief Constable of the Police Force for that area.

1.3 Paragraph 3 of Schedule 8 of the Act requires the Sussex Police & Crime Commissioner to notify the Sussex Police and Crime Panel (the Panel) of her proposed appointment to the post.

1.4 The Commissioner must include the following information in the notification:

- a) The name of the person whom the Commissioner is proposing to appoint (the candidate)
- b) The criteria used to assess the suitability of the candidate for the appointment
- c) Why the candidate satisfies those criteria
- d) The terms and conditions on which the candidate is to be appointed.

1.5 Under paragraph 4 of Schedule 8, the Panel must review the proposed appointment and make a report to the Commissioner within a period of three weeks beginning with the day on which the Panel receives notification from

the Commissioner of the proposed appointment, including a recommendation to the Commissioner as to whether or not the candidate should be appointed.

1.6 In accordance with Paragraph 5 of Schedule 8, the Police & Crime Panel have powers to veto the appointment of the candidate in exceptional circumstances. The decision must be made by the required majority of at least two thirds of the members of the current panel membership at the time the decision is made.

The Recruitment and Selection Process

2.1 Home Office circular 20/2012 shows that the Police and Crime Commissioner should decide how to run the recruitment process and that an independent member should be involved and be asked to submit a formal report.

2.2 Through the College of Policing, the Sussex PCC appointed Mrs Di Newton as the independent member. Mrs Newton has been involved in the selection and appointment to a range of senior policing roles and was selected and trained by the College of Policing for inclusion in its pool of accredited independent members.

2.3 Mrs Newton has submitted a full report setting out the details of the recruitment process (Appendix A). The report provides full details about the selection and decision-making processes as well as a statement that the process fully met the principles of fairness and openness and that the appointment recommendation was based on merit.

2.4 Three applications were received and all candidates were invited to take part in the selection process.

Proposed appointment

2.4 The Sussex Police and Crime Commissioner has selected Temporary Chief Constable Giles York as her proposed candidate. He has worked for Sussex Police as Deputy Chief Constable since June 2008 and has been acting in the role of Chief Constable since the retirement of the previous Chief Constable in March this year.

2.5 The role profile and person specification for the Chief Constable post are included as Annex 2 to the independent report. The main criteria for the post included 'executive' level personal qualities under the following headings;

- Serving the public
- Leading strategic change
- Leading the workforce

- Managing performance
- Professionalism
- Decision making
- Working with others

2.6 Temporary Chief Constable Giles York has provided evidence that he meets the criteria set out in the person specification in a variety of ways throughout the application process including evidence that he has:

- successfully held the post of Deputy Chief Constable for Sussex for six years
- taken a lead role in developing the collaboration arrangements with Surrey Police
- instigated and directed the Sussex Police change programme 'Serving Sussex 2015'
- led the workforce through a major change in IT platform and work practices
- worked actively with a wide range of partners in particular through the Sussex Summit
- increased Chief Officer visibility and exposure at all levels of the organisation
- shown commitment to developing policing nationally
- is passionate about Sussex and providing a quality police service for people in Sussex

2.7 A copy of the application form received is attached in Part 2 of the papers for this meeting.

2.8 The Panel is asked to review the proposed appointment and make a report to the Commissioner on the proposal, including a recommendation as to whether or not the candidate should be appointed. Until the conclusion of this process, Temporary Chief Constable Giles York remains the preferred candidate for the appointment.

The terms and conditions on which the proposed candidate is to be appointed

3.1 Providing acceptance by the Panel, the proposed candidate will be appointed for a period of five years at a salary of £149,676.00 per annum, in line with the Chief Officer pay structure agreed by the Police Negotiating Board in June 2013. Annual increment progression will be made on the anniversary of the appointment subject to satisfactory performance in post. A copy of the provisional offer letter is attached at Appendix B.

3.3 In April 2014 the Sussex Police and Crime Commissioner reviewed the Chief Constable benefits policy. A copy is attached at Appendix C.

Financial implications

4.1 The salary and employer on-costs will be provided for within existing budgetary provisions.

Papers attached

Appendix A - Chief Constable – Sussex Constabulary Appointment Process, Independent Member report

- Annex 1- Independent member background information
- Annex 2 Role profile and person specification
- Annex 3 - Advertisement
- Annex 4 - Blank application form
- Annex 5 - Shortlisting scoring scale
- Annex 6 - Presentation and interview assessment form

Appendix B Provisional offer letter

Appendix C Chief Constable benefits policy

Contact Officer:

Mary Clarke
Senior Policy Officer
01273 481587

**Chief Constable – Sussex Constabulary
Appointment Process**

Independent Member Report

Di Newton

June 2014

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Annexes

1	Independent Member – background information
2	Role Profile and Person Specification
3	Advertisement
4	Application Form
5	Shortlisting Assessment Form
6	Presentation and Interview Assessment Form

Report of the Independent Member on the Selection and Appointment Process for the role of Chief Constable for Sussex Constabulary

Introduction

1 Home Office Circular 20/2012 indicates that the Police & Crime Commissioner (PCC) should decide how to run the appointment process for a Chief Constable and which candidate is appointed, subject to confirmation by the Police & Crime Panel. An Independent Member however should be involved in the selection process and should submit a formal report.

2 This is the Independent Member's report on the process for appointing the next Chief Constable for Sussex which is the responsibility of PCC Katy Bourne. The report aims to provide an objective assessment of the extent to which the entire selection process was conducted in line with the principles of appointment on merit, fairness and openness. It also discusses the extent to which the panel was able to fulfil its responsibility to challenge and test candidates' suitability against the agreed requirements.

3 In addition to the Home Office circular, the College of Policing (the College) has developed detailed guidance and support documentation to assist PCCs in the selection and appointment of chief officers. This guidance is produced and maintained by the College of Policing in consultation with a wide range of stakeholder groups within policing, for example, Her Majesty's Inspectorate of Constabulary, Association of Police & Crime Commissioners, and Association of Chief Police Officers. It was produced under the direction of the Police Advisory Board for England & Wales Sub-group on Chief Officer Appointments. The guidance includes information on the role of the appointments panel and the role of the independent member.

Appointment Panel

4 The College guidance advises that the purpose of the appointment panel is to challenge and test that the candidate meets the necessary requirements to perform the role. The PCC has a duty to ensure that panel membership is diverse, suitably experienced, and competent in selection practices. Membership comprised:

- Katie Bourne, PCC (chair)
- Sir Dennis O'Connor – former Chief Inspector for Her Majesty's Inspectorate of Policing (Policing Adviser)
- Air Vice Marshall Bob Judson FRAeS RAF Director Joint Warfare in the Ministry of Defence
- Di Newton, Observer and Independent member

5 Panel members had worked at senior levels within their respective fields but had varying experiences of police recruitment. Training was provided by the College aimed at addressing any gaps in knowledge and ensuring that all members had a clear understanding of the assessment process, including the use of the ORCE

method of assessment (Observation, Recording, Classification and Evaluation). All members were provided with a copy of the detailed guidance on the selection of senior officers together with copies of the role profile and person specification. The training covered the key elements of assessment, including barriers to effective observation. The training was based on the national guidance and best practice but set the in the context of the Sussex CC appointment.

6 The panel was supported by Mark Streater, Chief Executive Officer (CEO) of the office of the PCC. The role of the CEO (as defined in College of Policing guidance) is to support the PCC by ensuring the appointment process is properly conducted in line with requirements set out in legislation and meets the principles of fairness, openness and selection on merit. The CEO is also required to ensure that the process is appropriately monitored.

7 Mark liaised extensively both with me and the College to ensure that the process met the requirements and was fully transparent. He ensured that the planning and administration of the process was of a high standard and that briefings and information were widely circulated and consistent. .

Role of the Policing Adviser

8 An individual with professional policing knowledge is not a compulsory component of an appointment panel but, when a Policing Adviser is assigned, the role is defined in the Guidance for Chief Officer Appointments. It includes providing policing advice on the development and design of appointment processes; advising how each candidate's experience and skills fit policing-specific requirements during shortlisting and selection procedures; playing an active role in assessing performances in exercises and interviews; and supporting the Commissioner during decision making.

9 As a member of the panel Sir Dennis O'Connor, former Chief Inspector for Her Majesty's Inspectorate of Policing and former CC of Surrey police undertook the role of the Policing Adviser. His extensive knowledge of policing at national and local level provided valuable insights for the panel.

Role of the Independent Member

10 The role of the independent member is to verify that the selection process is conducted in line with the key principles as set out at paragraph 2. Independent Members are required to be experienced and competent in assessment and selection processes.

11 I am one of a number of independent members who has been selected and trained by the College for inclusion in its pool of accredited independent members. I have a strong background in recruitment and assessment and experience in the areas of external assessment and quality assurance. Further information about my experience is at Annex 1.

12 I was invited to join the panel as an independent member and observer. Throughout the process I had full access to all the documentation, including the

guidance sent to the stakeholder panel and subsequent panel feedback. The application pack including the job description and person specification were developed prior to my appointment. They had however been developed in consultation with the College and were based on the approved national guidance. I was present at all stages of the assessment, that is, the panel shortlisting, presentation and final interviews including the final appointment discussions.

Appointment Process

13 The role description and person specification for the post were developed by the PCC in conjunction with the CEO and the College. All competency areas from the Policing Professional Framework (PPF) were seen to be relevant to the role and were used as the basis of the person specification. It was also agreed that to achieve the objectives of the role the successful candidate would need to demonstrate that they could:

- lead the force through a period of complex strategic change, including the introduction of innovative digital technology,
- deliver high performance whilst securing efficiencies
- work closely with the public and other partners to achieve the required level of change and service improvements

Copies of the role description and person specification are at Annex 2

14 The timetable which ran from 4 April 2014 (initial advert) to 5 June 2014 (final selection) struck the right balance between making a swift permanent appointment to end any uncertainty for the force and individuals and, enabling the process to be conducted fairly and inclusively. It allowed good time for information about the vacancy to be widely publicised with the aim of attracting as many applicants as possible. It allowed for stakeholder panels to be established and involved, allowed candidates time for preparation and research and for the appointment panel members to be fully briefed for the shortlisting and selection meetings.

15 The advertising and communication strategy was designed to ensure that the process was open and transparent. Details of the vacancy were widely advertised online via a number of websites, namely; Police Professional, Association of Chief Police Officers, Office of the Police and Crime Commissioner for Sussex, Association of Police and Crime Commissioners, the College of Policing. A copy of the advertisement is at Annex 3.

16 The PCC wrote to every Chief and Deputy constable in the UK to further promote information about the role and to emphasise the desire to attract a wide field. The letter also asked that in the event that they were not interested in applying for the role they should encourage any suitable members within their teams to apply. As a further strand of the attraction strategy the Commissioner made a personal video clip for the website in which she stressed the fact that the process was an open one and that she wished to secure the best candidate for the role in terms of the role profile.

17 The application pack was available on line and in addition to the role details contained a letter from the Commissioner, an application form, an organisational structure diagram, a copy of the Police and Crime Plan and the Sussex Police Operating Delivery Plan. A copy of the application form is at annex 4. In addition to the application form candidates were asked to complete a "Why Me" statement explaining their motivation and why they should be appointed to the role.

Shortlisting

18 Three applications were received by the closing date of 2 May, two from external candidates and one internal. Whilst this may not seem a large number of responses in comparison with some recruitment exercises it is a very reasonable response in senior policing terms where the pool of candidates is not large. It is not unusual for forces to receive only one applicant and this response reflects the efforts made to attract a range of candidates.

19 All the applications were considered by the panel at a shortlisting meeting held on 7 May. The assessment using a three point scale was made against three of the key competency areas drawn from the Policing Professional Framework (PPF) - Leading Strategic Change, Leading the Workforce and Working with Others. A copy of the rating scale is at annex 5. Each candidate was assessed by panel members individually and discussed collectively to reach a final rating. All candidates provided sufficient evidence in their applications to demonstrate that they met the requirements to merit an invitation to the final selection stage.

20 Following the shortlisting process all candidates accepted an invitation to attend a structured familiarisation day. The day included an informal lunch hosted by the High Sheriff of West Sussex. It provided the opportunity for candidates to hear directly from the PCC about the Police and Crime Plan and to have discussions with senior members of the constabulary, including the Finance Director and staff associations on range of relevant issues. This exercise was a further demonstration of the inclusive and open approach adopted for the appointment.

Assessment Design

21 To ensure that candidates were challenged and tested across all the requirements of the role a two day process with three assessment components was agreed. These comprised a media exercise with a professional journalist and a 10 minute presentation followed by questions and an interview.

22 The assessment was designed to allow all panel members to be involved at the shortlisting, media, presentation and interview stages ensuring consistency, fairness and transparency.

23 In addition to the assessment exercises further information on each of the candidates was obtained by the use of a psychometric/personality questionnaire. The outcomes from this process were used to inform the areas of questioning at the final interview stage.

Personality Questionnaire

24 The assessment tool used for this exercise was the NEO PI-R, a widely used broad based measure of the personality. The assessment comprised a number of stages and was undertaken by a senior consultant psychologist from the College. Each candidate completed an online questionnaire which was a self report – a reflection of how they perceived themselves. This self assessment was against those facets of personality which based on the role profile were deemed to be the most relevant to the role of Chief Constable of Sussex. Each candidate then had a telephone feedback discussion to verify how their preferences affected the way they operate within the workplace. In addition, the feedback explored any counterbalancing strategies the candidate had in place to manage the less desirable impact of their preferred approach.

25 The final bespoke report which contained the personality profile supported by the further information obtained via the feedback session was sent to candidates and panel members. Prior to the final interviews panel members were given a briefing by the consultant psychologist on each of the candidates and their report. At this session members made full use of the opportunity to ask questions to clarify their understanding of the results and how these might be used to inform the interview process. The reports were not formerly assessed but provided information about the candidates' preferred operating style which the panel used to refine the interview questions and probe responses.

Stakeholder Panels

26 On 22 May all candidates met individually with the three stakeholder panels from Brighton & Hove City Council, East Sussex and West Sussex County Councils. The purpose of the panels was twofold. It allowed the candidates to meet key partners and familiarise themselves on key issues relating to crime and community safety from the partners perspective. It also enabled the stakeholder panel to provide feedback to the appointment panel that might then be used to develop supplementary questions to test the candidates understanding and approach. The panels were provided with guidance on the purpose and conduct of the panel and a separate feedback sheet. The stakeholder panels did not form part of the assessment process and the outcomes were used solely to refine the areas of questioning.

Media Exercise

27 The media exercise took place on 4 June on the afternoon before the final interview. This exercise required candidates to take the role of a chief constable representing their force in a TV interview regarding the handling of a recent incident which had attracted criticism. Candidates were given 20 minutes preparation time and were filmed for the whole ten minutes they were in the TV studio with the journalist, five minutes of which comprised the actual interview itself. The scenario was chosen as it had some direct relevance to the Sussex constabulary in that it was set in the context of a force which was delivering services collaboratively.

28 On 5 June following the presentations and interviews the panel viewed each filmed interview. Panel members assessed each candidate independently in terms of their professionalism and discussed the candidate's overall performance before agreeing a final rating.

Presentation and Interview

29 The presentation topic focused on how candidates would deliver effective partnership working and achieve high levels of performance. Candidates were advised of the title in advance and were asked to present for 10 minutes followed by 10 minutes of questions.

30 Interview questions had been agreed and allocated in advance. Some refinements were made on the day before any interviews took place to take account of the feedback from the personality questionnaires and stakeholder feedback. The questions were designed to be open and to elicit evidence against the key competency requirements of the role with a good mix of future based hypothetical questions and other based on past behaviours.

31 All panel members participated fully in the post presentation and interview questioning. Whilst questions were allocated to individual members initially the chair gave all panel members the opportunity to pick up or probe any further points. Members took full advantage of this and as a result the panel was able to challenge and thoroughly test the candidate's responses against all the criteria.

32 The panel followed the principle of individual assessment followed by group discussion as used in the shortlisting process to agree a final rating for their assessment of both the presentation and the interview. A copy of the five point rating scale is at Annex 6. It was agreed not to use arithmetic totals or average scores as part of the scoring system and there was no basis on which to do so and this could skew the evidence based outcomes. Where there was a difference in their individual ratings all members were prepared to justify, clarify and evidence their assessment before reaching a consensus rating.

33 Scores were recorded for all candidates and were considered at the decision making stage. There was a diverse range of candidates all with strengths in different areas and with differing development needs. The panel scores in isolation did not produce a clear preference. On balance and following careful assessment of the evidence obtained from all the assessment exercises against the role requirements, the panel recommended that Deputy Chief Constable Giles York was the preferred candidate. He was clearly appointable and had demonstrated that he met the requirements of the role and fully merited appointment.

Conclusion

34 It was evident from the early stages of my involvement that both the PCC and the CEO were committed to conducting a rigorous appointment process aimed at securing the best candidate for the role. This commitment was supported by detailed planning and the design of a challenging assessment process which fully tested the candidates. At each stage there was vigorous debate and in depth discussion

between panel members on their evidence and the justification for their assessments before final decisions were made. As a result of my observations and of the way in which the process was delivered I can confirm that it fully met the principles of fairness and openness and that the appointment recommendation was based on merit.

Di Newton – Background Experience

Formerly an HR director in the public sector, I have worked for the last ten years as a consultant specialising in organisational restructuring and mergers. I am professionally qualified including Chartered Fellowship of the Institute of Personnel and Development and have qualifications in Occupational Testing. Until November 2012 I was an independent member of the Leicestershire Police Authority, lead member for HR and member of the Appointments Panel. I have been involved in the selection and appointment of a range of senior policing roles including the appointment of chief, deputy and assistant constables for Leicestershire Police Authority.

Following abolition of the police authority I continued to work with the PCC and constabulary as an interim member of the Joint Audit Risk and Assurance Panel pending recruitment of the permanent members of the panel. I have a strong recruitment background coupled with wide experience of quality assurance and reporting on selection and appointment processes. I was a registered independent assessor with the Office for Commissioner of Public Appointments and worked extensively as an assessor for non executive appointments with the NHS Appointments Commission and the Welsh Assembly Government. I sit as a member for the Employment Tribunals Service in the East Midlands. I am also a lay advisor to the East Midlands Lord Chancellors Advisory Committee with responsibility for the selection and appointment of magistrates in the region. I also work as an associate assessor for the Police College on the High Potential Development Scheme (HPDS) and the senior Police National Assessment Centre (PNAC).

In December 2012, following a formal application and selection process I was appointed to the Policing College list of accredited, independent assessors.

ROLE PROFILE

POST TITLE: CHIEF CONSTABLE

ACCOUNTABLE TO: SUSSEX POLICE AND CRIME COMMISSIONER

RESPONSIBLE FOR: The direction and control of the Sussex Police Force in accordance with the Police Act 1996, in order to provide Sussex with an effective and efficient police service, and the fulfilment of all the statutory and legal obligations of the office of Chief Constable

AIMS OF THE JOB:

1. To work with the Police and Crime Commissioner and the Force to set the strategic direction and objectives for policing in Sussex.
2. To provide dynamic and high profile leadership to the Force and ensure it has a strong national reputation and influence in policing and criminal justice affairs.
3. To ensure the achievement of high performance by the Force, in particular by driving down crime, delivering high standards of victim support, being tenacious in bringing priority offenders to justice and securing high user satisfaction.
4. To ensure the Force delivers its services to the highest professional and ethical standards, creates the most positive cultures within the workplace and maintains the complete confidence of public and partners.
5. To ensure that the Force delivers its services in the most efficient manner, has resilient plans to meet its savings targets going forward and in particular is at the forefront of innovation and use of digital technology to drive performance and efficiencies.
6. Responding to and influencing the changing external and internal environments affecting the Force with a particular emphasis on leading strategic change and driving collaboration with Surrey.
7. Harnessing the full potential of staff towards the aims of the Force by creating an environment in which people are motivated and inspired to give of their very best.
8. To encourage, participate and develop strong partnerships with the public and other agencies in order to fulfil the aims of the Police and Crime Plan and reduce crime in Sussex.
9. To ensure the provision of professional advice to the Police and Crime Commissioner to support her in fulfilling her functions.

CHIEF CONSTABLE OF SUSSEX

PERSON SPECIFICATION

Policing Professional Framework – Qualities

The Sussex Police and Crime Commissioner requires the post holder to be able to demonstrate competence in accordance with the Policing Professional Framework (PPF) 'Executive' level personal qualities. In particular the Commissioner is seeking a person who can demonstrate that they have the following qualities:

Serving the Public

Promotes a real belief in public service, focusing on what matters to the public and will best serve their interests. Ensures that all staff understands the expectations, changing needs and concerns of different communities, and strive to address these.

- Develops and delivers a clear operational strategy to reduce crime that meets the aims and objectives of the Police and Crime Commissioner's Police and Crime Plan.
- Builds public confidence and trust by actively engaging with different communities, agencies and strategic stakeholders.
- Develops effective partnerships at a local and national level.
- Understands partners' perspectives and priorities, working co-operatively to develop future public services within budgetary constraints.
- Delivers the highest possible service to the public to a level that the Force is seen to be visionary and at the forefront in its approaches to service delivery.

Leading Strategic Change

Thinks in the long term. Creates in partnership with the Commissioner a compelling vision for the future and a strategy for how it can be achieved. Personally champions and delivers structural and cultural change, being prepared to make radical change when required.

- Understands broad political, social, economic and legislative trends and the potential effect they will have on the Force and police service.
- Understands the views and priorities of outside organisations and government bodies and their effect on the Force and service.
- Looks 5 years ahead to create a vision for the Force, supported by effective strategies and a change plan that will ensure staff and partners are committed too and can successfully deliver.
- Identifies better ways to deliver value for money services that meet both local and national needs, particularly through collaboration.

- Ensure the Force develops sufficient capability and capacity to meet the Strategic Policing Requirement
- Encourages creativity and innovation within the Force and partner organisations.

Leading the Workforce

Inspires people to meet challenging organisational goals, creating and maintaining the momentum for change. Gives direction and states expectations clearly.

- Provides visible, dynamic and credible leadership within the Force and across Sussex.
- Champions and promotes an organisational culture based on the highest professional conduct, standards and values and ensure that rigorous processes and policies are in place to deliver it.
- Develops a high achieving and motivated chief officer group and plans effectively for succession within the Force.
- Creates an environment where every member of the Force feels that their role and contribution is valued.
- Talks positively about policing at a local and national level presenting a positive and professional image of the Force that builds pride, self esteem and public confidence.
- Creates enthusiasm and commitment throughout the Force by rewarding good performance and giving genuine recognition and praise.
- Champions a learning and development culture within the Force that promotes diversity and equality and develops staff who are under represented and have the greatest potential
- Gives honest and constructive feedback to colleagues.
- Invests time in coaching and mentoring staff.

Managing Performance

Translate vision into action by establishing a clear strategy and ensuring appropriate structures in place to deliver it.

- Develops people at all levels of the organisation and creates an environment where staff are motivated to achieve results.
- Sets ambitious but achievable timescales and deliverables, and monitors progress to ensure strategic objectives are met.
- Identifies and removes blockages to performance.
- Manages the workforce and resources to maximise value for money.
- Defines what good performance looks like, promoting good practice. Confronts and addresses underperformance.
- Makes sure that staff are properly empowered, trained and informed to make the very best decisions in delivery policing services.

Professionalism

Acts with integrity, in line with the values and ethical standards of the Police Service. Delivers on promises, demonstrating a personal commitment, determination and energy to succeed.

- Continues to learn, develop and adapt to new circumstances.
- Takes responsibility for tough or unpopular decisions.
- Takes control and asserts authority where necessary.
- Demonstrates courage and resilience in difficult situations.
- Remains calm and professional under pressure and in conditions of uncertainty.
- Openly acknowledges shortcomings in service and commits to putting them right.

Decision Making

Assimilates complex information quickly, weighing up alternatives and making sound, timely decisions. Gathers and considers all relevant and available information, seeking out advice from specialists.

- Asks incisive questions to test facts and assumptions, and gain a full understanding of the situation.
- Identifies the key issues clearly and the inter-relationship between factors.
- Considers the wider impact and implications of different options at a local and national level, assessing the costs, risks and benefits of each. Prepared to make the ultimate decision, even in conditions of uncertainty.
- Makes clear, proportionate and justifiable decisions, reviewing these as necessary.

Working with Others

Builds effective working relationships through clear communication and a collaborative approach. □ Maintains visibility and ensures communication processes work effectively throughout the force and with external bodies.

- Consults widely and involves people in decision-making.
- Treats people with respect and dignity regardless of their background or circumstances, promoting equality and the elimination of discrimination.
- Treats people as individuals, showing tact, empathy and compassion.
- Negotiates effectively with local and national bodies, representing the interests of the Police Service.
- Sells ideas convincingly, setting out the benefits of a particular approach, and striving to reach mutually beneficial solutions.
- Expresses own views positively and constructively.
- Fully commits to team decisions.

Chief Constable, Sussex

Salary: circa. £150,000 plus relocation package

Are you a dynamic and visionary leader with a passion for Sussex, its people and police force?

Katy Bourne, Police and Crime Commissioner for Sussex, is looking for a Chief Constable who will lead Sussex Police into the future.

The successful candidate will be innovative and bold in their approach to delivering the Commissioner's Police and Crime Plan, particularly in driving crime reduction and improving victims' services.

He or she will need to ensure that the people of Sussex have access to the best possible policing services when they need them. The successful candidate will also have an ability to develop new partnerships, strengthen existing ones and engage with a resident population of over 1.5 million people to meet their policing needs.

If you would like to discuss this opportunity please call the Office of the Police & Crime Commissioner for Sussex and ask for Mark Streater, Chief Executive. Telephone: 01273 481561.

An application pack can be found online: www.sussex-pcc.gov.uk.

Closing date for applications: Friday 2nd May 2014

Shortlisting: Wednesday 7th May 2014

Panel Interviews (2-day process): 4th and 5th June 2014

Meeting local partners: Thursday 22nd May

Force familiarisation day: To be confirmed

Police & Crime panel confirmation hearing: Friday 27th June

The Police and Crime Commissioner for Sussex

SUSSEX POLICE

CHIEF CONSTABLE APPLICATION FORM

Instructions for completion

Applicants are strongly advised to read the Role Profile, Person Specification and the additional supporting information available on the Police & Crime Commissioner's website before completing and submitting their application.

- The form should be completed in black ink or type-face. No attempt should be made to redesign the form.
- We have made it possible to complete the form electronically; if completing electronically, please use a font size of 11 point and where more space is required attach separate sheets, with a clear reference to the correct section.
- Applicants are required to complete all sections of the form.
- It is imperative that you are open and honest with your answers. Evidence needs to be specific and focused on **your personal involvement, experience and actions**. As far as possible, the evidence you present should be from within the **last three years**. However, the Police & Crime Commissioner is prepared to consider significant and relevant achievements beyond that point. The appropriateness of your application will be determined by the extent to which your evidence relates to the competency area being asked about, how thoroughly you respond to the questions asked and how appropriate your examples are in relation to the issues facing Sussex Police.
- It is the applicant's responsibility to ensure the application form, diversity monitoring form and other documents requested are completed and returned to the appropriate address specified in the final page of this form.
- Additional information requested as part of your application includes:
 - **Covering letter:** a letter addressing the 'why me' question which outlines your motivation and suitability for the role. No more than 2 sides of A4.
 - **Chief Constable's Reference:** a reference form from your current Chief Constable (equivalent MPS roles apply). If a Serving Chief Constable, then a reference from your Police & Crime Commissioner will suffice.
 - **Strategic Command Course (SCC) Report:** a copy of your SCC (or equivalent) Report.
 - **Performance Development Review:** a copy of your most recent Performance Development Review report.

It is the applicant's responsibility to ensure that the completed application form and the additional documents requested are returned by:

Friday 2 May 2014.

SECTION 1 – PERSONAL DETAILS

First name (s) :	Last name:
Current force & Chief Constable:	Current rank:
Date of substantive rank:	Current job title:
Current security clearance level (vetting):	Date clearance obtained:
Work address: Postcode:	Correspondence address (if different): Postcode:
Work telephone: (inc STD code)	Mobile telephone:
Preferred email address:	

SECTION 2 – CAREER HISTORY

Please provide details of your **three** most recent roles.

Current role title:	Service/Force/Agency:
Start date (mm/yyyy):	
Please provide a brief description of your role and major achievements in this role:	

Previous role title:	Service/Force/Agency:
Start date (mm/yyyy):	
Please provide a brief description of your role and major achievements in this role:	

Previous role title:	Service/Force/Agency:
Start date (mm/yyyy):	
Please provide a brief description of your role and major achievements in this role:	

SECTION 3 – DETAILS OF RELEVANT EDUCATION AND TRAINING

Please list any educational qualifications you consider are relevant to the role for which you are applying.

Colleges and or Universities attended or Courses taken	From	To	Qualifications and grade attained

Please list any training courses attended that you consider are relevant to the role for which you are applying.

Course Title	From	To	Summary of course attended

Please provide details of any Equality and Diversity training you have received

Course Title	From	To	Summary of course attended

SECTION 4 – SELF ASSESSMENT

In this section you are asked to provide examples of your performance against the questions laid out below.

4.1 Leading strategic change

Please outline how, you have developed a long term plan which has encouraged creativity and innovation, embraced technology and improved service delivery.

Date of Example:

Applicant's response:

4.2 Leading the workforce

Please provide an example of how you have shown inspirational and visible leadership to take staff on a clear journey and meet challenging organisational goals.

Date of Example:

Applicant's response:

4.3 Working with others

Please describe how you have brought partners together to create an effective working relationship and deliver a joined up successful outcome.

Date of Example:

Applicant's response:

SECTION 5 – ADDITIONAL INFORMATION

Please provide details of any existing registered business interests:

Please give details below of any outstanding criminal investigations or disciplinary proceedings being carried out in relation to your conduct and of any previous disciplinary offences that have not been expunged:

SECTION 6 – CANDIDATE DECLARATION

By signing in the box below, I declare that the information contained in this application is correct to the best of my knowledge and belief. I understand that providing false or misleading information may be considered grounds for refusing my application.

Signature:

Date:

Please return the completed form along with other requested documents to:

Mark Streater
Chief Executive
Office of the Sussex Police & Crime Commissioner
Sackville House
Brooks Close
Lewes
BN7 2FZ

Or email these to: mark.streater@sussex-pcc.gov.uk

The completed application form and requested documents should be returned no later than:
Friday 2 May 2014

Scoring Scale

Marking should be on a scale of 1-5 with 1 being the highest score and 5 being the lowest. Candidates must score a minimum of 3 in every area to be deemed acceptable.

1 = CONSISTENTLY HIGH PERFORMANCE. The candidate has maintained a consistently high level of performance across all aspects of the described values area/leadership behaviour/technical skill. In some respects their performance is outstanding. Very limited room for improvement.

2 = GOOD PERFORMANCE. The candidate has maintained a consistently good level of performance across the described values area/leadership behaviour/technical skill. There are some definite areas for improvement, but it should be possible for the candidate to address these following experience in the role.

3 = SUITABLE PERFORMANCE. Overall, an acceptable performance across the described values area/leadership behaviour/technical skill has been achieved. There are some definite areas for improvement, but it should be possible for the candidate to address these following experience in the role.

4 = UNSATISFACTORY PERFORMANCE. In some respects the candidate's performance may have been acceptable, but further development is required to bring the overall performance within the described values area/leadership behaviour/technical skill to a satisfactory level.

5 = CONSISTENTLY UNSATISFACTORY PERFORMANCE. The candidate has maintained a consistently unsatisfactory performance across the described values area/leadership behaviour/technical skill. Substantial development is required to bring the candidate to an acceptable level.



CHIEF CONSTABLE

PRESENTATION & INTERVIEW

RECORDING & ASSESSMENT SHEET

Panel Member: _____

Candidate: _____

Date: _____

Interview questions

Interview Question – **Serving the Public**

What does serving the public mean to you as the Chief Constable in Sussex?

Interview Question – **Leading Strategic Change**

Provide an example of an innovative idea that you developed and delivered?

Interview Question – **Leading Strategic Change**

From the recent and forthcoming HMIC inspections what do you understand to be the greatest areas of risk and opportunity to Sussex? How would you prioritise?

<p>Interview Question – Managing Performance</p> <p><i>What would be your top priorities for improving performance in Sussex Police? How would you ensure this becomes reality?</i></p>
<p>Interview Question – Managing Performance</p> <p><i>In meeting the next 3 years of funding cuts what are the priority areas you would look for Sussex to deliver these on?</i></p>
<p>Interview Question – Decision Making</p> <p><i>What decisions would you expect to involve the PCC and why?</i></p>
<p>Interview Question – Leading the workforce</p> <p><i>How would you achieve 'followership' within Sussex Police</i></p>
<p>Interview Question – Working with others</p> <p><i>How have you influenced the national policing agenda for the better?</i></p>
<p>Interview Question – Serving the Public</p> <p><i>With confidence in policing being eroded how would you restore the balance and ensure staff understand what is required of them?</i></p>
<p>Interview Question – Managing Performance</p> <p><i>What does success for you as Chief Constable look like in 18 months time?</i></p>
<p>Interview question – Decision making</p> <p><i>How would you as Chief Constable determine with your senior leadership team which decisions you will make and which you are happy for them to make?</i></p>
<p>Interview Question – Working with others</p> <p><i>Give an example of how you have managed a strategic group of stakeholders to achieve a particular objective?</i></p>

Responses to each question were noted and scored according to the scoring sheet at Annex 5



Mr Giles York
T/Chief Constable
Sussex Police HQ
Malling House
Lewes

10 June 2014

Dear Giles,

I am pleased to confirm that, under Schedule 8 of the Police Reform and Social Responsibility Act 2011, I propose to appoint you as Chief Constable of Sussex Police.

I will be notifying the Police and Crime Panel of this decision. You will be required to attend a 'confirmation hearing' of the Police and Crime Panel at 10am on Friday 27th June 2014 at East Sussex County Council, Lewes, East Sussex.

You will be appointed as Chief Constable on an initial contract of 5 years with a starting salary of £149,676.00 per annum, in line with the chief police officer pay structure agreed by the Police Negotiating Board in June 2013. Annual incremental progression will be made on the anniversary of your appointment, subject to satisfactory performance in post. The Sussex Chief Constable Benefits Policy which I agreed in April 2014 will apply with respect to your appointment in this post.

This is an exciting era for policing in our county and I am really looking forward to working with you. I sincerely wish you every success as our new Chief Constable.

Yours sincerely

A handwritten signature in black ink, appearing to read "Katy Bourne".

Katy Bourne
Sussex Police & Crime Commissioner



Sussex Police & Crime Commissioner

Chief Constable benefits policy

Introduction

The Police Reform and Social Responsibility Act 2011 sets out the Police and Crime Commissioner (PCC) responsibility for the Chief Constable's appointment and terms and conditions. The Chief Constable has responsibility for the appointment of Deputy Chief Constable, Assistant Chief Constables and Directors and establishing these terms and conditions in consultation with the PCC. This policy document sets out the benefits available to the Chief Constable.

1. Removal and Relocation Expenses

Where the Chief Constable relocates their home (based on the assumption that the Chief Constable was the owner of the former home) the following relocation package is offered, subject to agreement by the Police & Crime Commissioner, and detailed in accordance with Police Regulations 199:

- a. The reasonably incurred cost of removal including removal fees, against estimates agreed beforehand
- b. Provision of accommodation or payment up to half maximum rent allowance or half housing allowance for a maximum of 26 weeks.
- c. Disposal costs on sale of premises including legal and agent fees reasonably incurred in disposing of former home, against estimates agreed beforehand
- d. Solicitors fees, Estate Agents fees and Stamp Duty reasonably incurred in acquiring a new property, against estimates agreed beforehand.
- e. Mortgage payments on the former main home for a maximum of 26 weeks. This reimbursement is subject to a maximum limit of 40% of the relevant officer's annual salary, calculated at the top point of the incremental scale at the time of appointment.

An estimate should be provided and agreed with the Police & Crime Commissioner before any commitments are entered into. Three quotations must be obtained for removal fees; reimbursement will be made on the basis of the lowest quote.

Value: Removal and relocation expenses will be reimbursed up to a maximum limit of 40% of the relevant officer's annual salary, calculated at the top point of the incremental scale at the time of appointment.

Tax position: Expenses above £8000 are subject to tax and national insurance under HMRC rules. Tax will be payable under the P11D arrangements. Qualifying removal expenses under £8,000 currently do not attract a tax or NIC liability.

ACPO Subscriptions

The Force will meet cost of annual membership subscriptions to the Association of Chief Police Officers and the cost of the Chief Police Officers' Staff Association Insurance Premiums.

Value: Annual rate as set by ACPO

Tax position: Not taxable

Medical Screening

Medical screening is undertaken every two years at a local Nuffield hospital. Medical screening is conditional upon the chief constable's agreement to provide the medical report to the Force Medical Adviser, as well as to the Police & Crime Commissioner and, if they wish, their GP. The FMA will review the report on the chief constable to determine whether there are any issues affecting that officer's medical fitness to have command. If so, the FMO will advise the Chief Constable as well as the individual officer concerned. Administration of the medical screening arrangements is undertaken by the Chief Constable's Staff Officer who will be responsible for arranging appointments (including reminders), authorising payment and ensuring that the provider issues screening reports to the FMO.

Value: N/A

Tax position: Not taxable

Health care subscriptions

The Police & Crime Commissioner will reimburse the Chief Constable's privately-arranged health care insurance subscriptions and other costs subject to an annual ceiling, up-rated annually and subject to periodic reviews. Within the respective ceiling individuals may include the cost of health insurance for spouses / partners and dependent children under the age of 18. Expenditure that is not eligible for reimbursement includes glasses and dental fees.

Value: £1,927 per year

Tax position: Taxable

Vehicle Scheme

The Chief Constable is required to travel extensively around the county and to be readily available for on call or recall to duty in urgent situations.

1. Cash Allowance Option

The Sussex Police Chief Officer Vehicle Scheme provides an annual 'cash allowance option'. The cash allowance is paid monthly with salary and is taxed at source. The value of the allowance is up-rated annually in line with the previous September's Chief Officer Pay award.

Value: £9,301 per year

Tax position: Taxable

In exceptional circumstances, the Chief Constable, if in receipt of the cash allowance and with specific command responsibility may occasionally have use of a role equipped operational vehicle provided as part of the Sussex Police fleet. Chief Officers should not use these vehicles for general business purposes (including general on call duties) and private use is not permitted. These vehicles are part of the Sussex Police vehicle fleet and are rotated to meet force requirements.

No travel claims for business vehicle mileage undertaken in private vehicles are permitted under this policy. However the Chief Constable, if they wish to, may reduce his/her personal tax liability if they undertake business mileage in their own vehicle. The HMRC currently allow business travel expenses that are not

reimbursed by an employer to be used in the calculation of individuals' tax liability. This means that in effect, under current rules, the HMRC will reduce individuals' tax assessment for business miles at the rate of 45p per mile for the first 10,000 miles and certain other expenses that are not reimbursed by the employer. Claim forms and further details are available from the HMRC website as follows <http://www.hmrc.gov.uk/forms/p87.pdf>. The Chief Constable must maintain a record of business mileage in order to support claims to the HMRC.

2. Provided Car Option

In line with the Assisted Vehicle Scheme for Superintendents, the provided car option is a 'provided' car serviced, insured, taxed and maintained as part of the Force fleet. Vehicles that are purchased for the Chief Constable are replaced in line with the core fleet replacement policy. This policy provides an enhanced vehicle specification (to include high performance vehicles) but conforms to all the other terms and conditions of the Assisted Vehicle Scheme. The vehicle is available for the Chief Constable's private use for which a charge is made (see below). The vehicle may also be used by any authorised driver when the officer is off duty.

As the vehicle is provided as part of the Force fleet, it must be suitable for operational purposes. The choice and specification of the vehicle must therefore be commensurate with Force requirements. Requirements will be managed by the Head of Joint Transport Service who will determine the choice of vehicles available and, if necessary, with guidance from the Director of Finance. The vehicle will be covertly fitted with suitable radio and public warning equipment,

In line with the Business Travel and Subsistence Policy 917/2010, the force will recharge the cost of all personal travel, monthly in arrears, at the prevailing rate through Payroll. The Chief Constable is responsible for the cost of all travel commuting between their home and normal place of work; circumstances that represent exceptions to this rule are outlined in section 10 of the Business Travel and Subsistence Policy. The rate for private mileage is set annually in accordance with the HMRC Advisory Fuel Rates + VAT. Rates are detailed in Appendix 1. Records of private mileage have to be submitted to the CCSO monthly in order that the appropriate salary deduction can be made.

The provided car option represents a taxable benefit. The tax treatment is determined by the HMRC in accordance with the following:

<http://www.hmrc.gov.uk/payexb/overview/P46car.htm>

<http://www.hmrc.gov.uk/payexb/a-z/c/cars.htm#2>

Insurance is arranged as part of the Force fleet. Cover is comprehensive subject to an excess as set out in the Assisted Vehicle Scheme for Superintendents and these arrangements extend to include authorised drivers, including family members. Details need to be provided to the Head of Insurance Services in the Finance Department.

If the provided car option is chosen, the Chief Constable is required to complete and sign the Assisted Vehicle Scheme agreement.

A vehicle log book, recording business and private mileage is required. The log book has to be submitted for inspection to the CCSO at no less than monthly and not more than three monthly intervals. The inspection is to ensure completion of the log book and compliance with the need to record private mileage.

Tax position: Taxable

Home Telephone

If the Chief Constable lives in or moves to an area where mobile or internet connections are either not available or very poor, the costs of the rental of one home telephone line will be met subject to the approval of the Police & Crime Commissioner. The cost of business calls from home will be reimbursed.

Tax position: Taxable benefit for the rental for one home telephone line, and business calls from home

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To	Police and Crime Panel for Sussex
From	Police and Crime Commissioner for Sussex
Subject	Formal notification of preferred candidate for the position of Chief Finance Officer
Date	27 June 2014
Recommendation	That the Panel commend the appointment of Carl Rushbridge as Chief Finance Officer for the Sussex Police and Crime Commissioner

Introduction

1.1 The Police Reform and Social Responsibility Act 2011 (the Act) provides that the Police and Crime Commissioner for a police area must appoint a person to be responsible for the proper administration of the Commissioner's financial affairs (referred to in the Act as the Chief Finance Officer).

1.2 On the 31 March the current postholder John Eagles provided notice that he would be retiring at the end of September. This notice has allowed the opportunity for the Sussex PCC to carry out a comprehensive recruitment exercise and to allow for a short handover period before John Eagles leaves.

1.3 This is an existing post already budgeted for within the organisational structure of the office of the Sussex PCC.

1.4 Under Schedule 1, paragraph 9, of the Act, the Sussex Police & Crime Commissioner must notify the Sussex Police and Crime Panel (the Panel) of her proposed appointment to the post.

1.5 The Commissioner must include the following information in the notification:

- a) The name of the person whom the Commissioner is proposing to appoint (the candidate)
- b) The criteria used to assess the suitability of the candidate for the appointment

- c) Why the candidate satisfies those criteria
- d) The terms and conditions on which the candidate is to be appointed.

1.6 Under paragraph 10 of Schedule 1, the Panel must review the proposed appointment and make a report to the Commissioner within a period of three weeks beginning with the day on which the Panel receives notification from the Commissioner of the proposed appointment, including a recommendation to the Commissioner as to whether or not the candidate should be appointed.

1.7 In accordance with Paragraph 12 of Schedule 1, the Commissioner must notify the Panel of the decision whether to accept or reject the recommendation of the Panel.

The Recruitment and Selection Process

2.1 An advert for the post was published in April on the OSPCC website, CIPFA on-line website, LinkedIn and the Sussex Police website, with a closing date of 10 May. 22 applications were received. The quality of applications was very high.

2.2 Applications were shortlisted by the Sussex PCC, the Chief Executive & Monitoring Officer and the current Chief Finance Officer having regard to the job description and person specification. Four applicants were shortlisted.

2.3 Shortlisted candidates undertook a comprehensive assessment which included a series of psychometric tests measuring personal impact and high level assessments measuring numerical and verbal reasoning abilities. The assessments were carried out by an independent and qualified provider.

2.4 The shortlisted applicants were also asked to attend an interview. The interview panel comprised the Sussex PCC, the Chief Executive & Monitoring Officer and the Director of Finance for Sussex Police. An independent HR professional, Mr Greg Nicol, from East Sussex County Council was asked to attend the interviews and review the recruitment processes to ensure they were fair and appropriate. As part of the interview candidates were asked to deliver a ten minute presentation on the role of the Chief Finance Officer.

2.5 A copy of the advert is attached at Appendix A.

2.6 The job description is attached at Appendix B

2.7 The person specification is attached at Appendix C

Statement from HR

3.1 Mr Greg Nicol, Head of HR Advisory, Business Services Department, East Sussex County Council attended the interviews as an advisor to the Panel. He has made the following statement

'I joined the panel at the beginning of the process. The panel set out the framework for questions/assessment. Scoring was broken down into five areas. Each candidate was provided with an opportunity to give a presentation on a topic notified in advance. Thereafter, each candidate was asked a range of questions and each panel member was involved in this process. Following each interview a total score for each candidate was agreed between the panel.

I was satisfied that a fair and equitable process was followed from an HR recruitment perspective.'

Preferred candidate

4.1 Following the assessment process the Commissioner proposes to appoint Mr Carl Rushbridge to the post of Chief Finance Officer for Sussex.

4.2 The Panel is asked to review the proposed appointment and make a report to the Commissioner on the proposal, including a recommendation as to whether or not the candidate should be appointed. The Commissioner will consider the report when issued and decide whether to accept or reject the Panel's recommendation on the proposed appointment. Until the conclusion of this process, Mr Rushbridge remains the preferred candidate for the appointment.

Criteria

5.1 The criteria used to assess the suitability of the candidate for the appointment are set out in the person specification at Appendix C.

5.2 The essential criteria applied were:

- qualified member of the Chartered Institute of Public Finance and Accountancy (CIPFA). (The qualifications for the Chief Finance Officer are set out in section 113 of the Local Government Finance Act 1988.)
- significant experience at a senior level as a finance professional in a public sector organisation, including experience advising political leaders on financial matters and developing financial plans and strategies.

- experience of public finance within a policing or criminal justice agency.

5.3 The following statements provide a summary of evidence as to how Mr Rushbridge meets the criteria:

- Member of the Chartered Institute of Public Finance and Accountancy (1984)
- 17years experience in public sector finance including 10 years at a senior level
- Has operated at a senior strategic level on a departmental management team and within a political environment

5.4 A copy of the application form received is attached in Part 2 of the papers for this meeting.

The terms and conditions on which the candidate is to be appointed

6.1 A summary of the terms and conditions relating to the post of Chief Finance Officer are attached at Appendix D.

Financial implications

7.1 The salary and employer on-costs will be provided for within existing budgetary provisions.

Background papers

None

Contact Officer:

Mary Clarke
Senior Policy Officer
01273 481587



Sussex Police & Crime Commissioner

Job advert

Chief Finance Officer
Circa £77k

Use your financial acumen to make Sussex safer.

- Ensure the financial affairs of the Police and Crime Commissioner (PCC) are properly administered.
- Act as the PCC's strategic financial adviser.
- Help shape policing issues at a local and national level.

Job Summary

You will drive the delivery of the Police and Crime Plan through effective resourcing and financial management. A dynamic leader you will work closely with the Chief Executive and Monitoring Officer to implement strategy. As part of the Commissioner's Senior Management Team, you will lead on the development of our medium term financial strategy and deliver good financial management so that public money is used appropriately, economically, efficiently and effectively

Under the leadership of the Police and Crime Commissioner (PCC), we are working to make Sussex safer through new ideas, innovation, and partnership work with colleagues in community safety and criminal justice.

Key Expertise

- You will need to have experience of public finance in a local authority, policing or criminal justice agency.
- You will definitely be a qualified member of the Chartered Institute of Public Finance and Accountancy (CIPFA) with significant senior level experience.
- Known for your integrity and openness to innovation, you will have the ability to build public confidence in policing and criminal justice systems and services.

- Above all, you will need the credibility and energy to provide comprehensive and at times critical advice to senior managers and political leaders.

If you would like to talk to the Chief Executive informally about the role, please call Gina Marshall, Office Manager, on 01273 481561 to organise a suitable time.

To apply please download the application form from our website www.sussex-pcc.gov.uk.

Closing date: 10 May 2014.

Assessment Centre: 19 May 2014.

Interview: 23 May 2014.

Police & Crime Panel confirmation hearing: 27 June 2014.

LinkedIn

Hello. I'm contacting you on behalf of The Office of the Sussex Police and Crime Commissioner (OPCC). We are looking for a talented finance professional, who can help shape policing issues at a national level. Of course, if it's not the right time to make a move, but you feel someone in your professional network would be interested, please don't hesitate to forward on.

Closing date: 10 May 2014.

Assessment Centre: 19 May 2014.

Interview: 23 May 2014.

Police & Crime Panel confirmation hearing: 27 June 2014.

Chief Finance Officer £77k

You will drive the delivery of the Police and Crime Plan through effective resourcing and financial management. A dynamic leader you will work closely with the Chief Executive and Monitoring Officer to implement strategy. As part of the Commissioner's Senior Management Team, you will lead on the development of our medium term financial strategy and deliver good financial management so that public money is used appropriately, economically, efficiently and effectively

Under the leadership of the Police and Crime Commissioner (PCC), we're working to make Sussex safer through new ideas, innovation, and partnership work with colleagues in community safety and criminal justice.

It's likely you'll have experience of public finance in a local authority, policing or criminal justice agency. You will definitely be a qualified member of the Chartered Institute of Public Finance and Accountancy (CIPFA) with significant senior level experience. Known for your integrity and openness to innovation, you will have the ability to build public confidence in policing and criminal justice systems and services. Above all, you will need the credibility and energy to provide comprehensive and at times critical advice to senior managers and political figures.



**Sussex
Police & Crime
Commissioner**

JOB DESCRIPTION

Job Title: Chief Finance Officer

Responsible to: Reporting to the Sussex Police & Crime Commissioner (SPCC)

Job Summary

The key purpose of the role is to ensure that the financial affairs of the SPCC are properly administered and that adequate financial management arrangements are in place across the OSPCC and Force. The Chief Finance Officer (CFO) also acts as the SPCC's strategic financial adviser, ensuring all policies and plans are appropriately resourced.

This a statutory role and the statutory responsibilities of the CFO of the SPCC are set out in the following legislation:

- paragraph 6 of Schedule 1 to the Police Reform and Social Responsibility Act 2011
- section 114 of the Local Government Finance Act 1988.

This role is the Section 151 Officer for the Police and Crime Commissioner for Sussex.

Key Working Relationships

- The Police and Crime Commissioner and Chief Executive & Monitoring Officer
- The Police and Crime Panel
- Audit Committee
- Sussex Police Director of Finance
- Sussex Police Chief Constable and Chief Officers

- National and regional treasurer and finance officer bodies and networks
- Local authority and partnership finance leads
- Formal member of the Pension Fund

Key strategic and management responsibilities

The Chief Finance Officer is the SPCC's professional adviser on financial matters and will:

- be a key member of the SPCC's Senior Management Team, working closely with the Chief Executive to implement strategy and to resource and deliver the SPCC's strategic objective sustainably and in the public interest;
- lead on development of the SPCC's medium term financial strategy;
- be actively involved in, and able to bring influence to bear on, all strategic business decisions, of the SPCC, ensuring that all financial implications, opportunities and risks are fully considered, and align with the SPCC's financial strategy;
- lead the promotion and delivery by the SPCC of good financial management so that public money is safeguarded at all times and used appropriately, economically, efficiently and effectively; and must ensure that the finance function is resourced to be fit for purpose;
- liaise with the Chief Constable's Director of Finance to advise the SPCC and Chief Constable on value for money in relation to all aspects of SPCC and Chief Constable/Force expenditure;
- represent the SPCC at national and regional networks including the Police and Crime Commissioners Treasurers Society (PaCCTs), East Sussex Finance Officers' Association (ESFOA), West Sussex Finance Officers Association (WSFOA);
- ensure publication of Statement of Accounts and other external reporting requirements of the SPCC;
- lead on the development of the Treasury Management Strategy;
- jointly responsible with Director of Finance for managing the Internal Audit function and supporting the Audit Committee.
- any other reasonable duties as required by the SPCC.

Statutory responsibilities

The Chief Finance Officer of the SPCC is responsible for:

- ensuring that the financial affairs of the SPCC are properly administered and that financial regulations are observed and kept up to date;

- ensuring regularity, propriety and Value for Money (VfM) in the use of public funds;
- ensuring that the funding required to finance agreed programmes is available from government funding, precept, other contributions and recharges;
- reporting to the SPCC, the Police and Crime Panel and to the external auditor any unlawful, or potentially unlawful, expenditure by the SPCC or officers of the SPCC;
- reporting to the SPCC, the Police and Crime Panel and to the external auditor when it appears that expenditure is likely to exceed the resources available to meet that expenditure;
- advising the SPCC on the robustness of the budget and adequacy of financial reserves;
- ensuring production of the statements of accounts of the SPCC;
- ensuring receipt and scrutiny of the statements of accounts of the Chief Constable and ensuring production of the group accounts;
- liaising with the external auditor;
- advising the SPCC on the application of value for money principles by the police force to support the SPCC in holding the Chief Constable to account for efficient and effective financial management; and
- advising, in consultation with the Chief Executive, on the safeguarding of assets, including risk management and insurance.

NB The CFO of the SPCC has certain statutory duties which cannot be delegated, namely, reporting any potentially unlawful decisions by the SPCC on expenditure and preparing each year, in accordance with proper practices in relation to accounts, a statement of the SPCC's accounts, including group accounts.

Political Restrictions

The post of the Chief Finance Officer is politically restricted. The Local Government and Housing Act 1989 places an obligation upon staff of the Police and Crime Commissioner to prepare a list of all posts which are regarded as politically restricted. The Act imposes restrictions on public political activity by the holders of such posts. All staff of the Police and Crime Commissioner, except for

the Commissioner and the Deputy Police and Crime Commissioner, are politically restricted.

In summary, the restrictions imposed on postholders include:

- Becoming (whether by election or otherwise) or remaining a member of a Local Authority, of the National Assembly for Wales, of the European Parliament or of the House of Commons, or Police and Crime Commissioner;
- Announcing, or allowing others to announce, ones candidature for one of the aforementioned offices;
- Holding office in a political party;
- Canvassing at elections; and
- Speaking or writing publicly on matters of party political controversy

Selection Criteria

Qualifications and experience

- Qualified member of the Chartered Institute of Public Finance and Accountancy (CIPFA). (The qualifications for the Chief Finance Officer are set out in section 113 of the Local Government Finance Act 1988.)
- Significant experience at a senior level as a finance professional in a public sector organisation, including experience advising political leaders on financial matters and developing financial plans and strategies.
- Ideally experience of public finance within a policing or criminal justice agency.

Skills and qualities

1. Demonstrable public service ethos and ability to build public confidence in policing and criminal justice systems and services.
2. Demonstrate experience of commissioning and partnerships at a senior level.
3. Ability to act with integrity in line with values, standards and codes of corporate governance.
4. Ability to devise sound and effective financial strategies, and to be innovative in developing better ways to deliver value for money and improved services.
5. Ability to identify, assess and manage financial risk effectively.
6. Ability to provide clear, authoritative and impartial advice based on objective financial analysis and interpretation of complex situations.
7. Ability to operate with sensitivity in a political environment.
8. Ability to give clear professional advice to political leaders and senior colleagues including the ability to challenge where legal and professional standards are not being upheld.
9. Ability to make sound and timely decisions weighing up the wider impact of costs, benefits and risks involved.
10. Ability to work with and influence senior finance and other operational colleagues to achieve agreed objectives.

11. Ability to network and build effective stakeholder relationships at a local and national level.
12. Ability to lead and manage staff giving direction but building enthusiasm and commitment, and effectively leading colleagues through change.

Chief Finance Officer
Summary of Terms and Conditions of Appointment

Office of the Sussex Police & Crime Commissioner
 Sackville House
 Brooks Close
 Lewes
 East Sussex, BN7 2FZ

This Contract of Employment, together with The Police and Social Responsibility Act 2011, (Section 18 and Schedule 1), sets out the employment relationship between the Parties. Where references and procedures are non-contractual, these may be reviewed and changed from time to time. Any references made are intended to refer to the current Version in force at the time of writing.

The Chief Finance Officer will be employed by the sussex PCC and be subject to a contract of employment which will generally reflect the terms and conditions applying to the PCC's staff. This post is a "politically restricted" post within the terms of the Local Government and Housing Act 1989 and Local Government (Political Restrictions) Regulations 1990.

As this post represents a new statutory role, the delegated functional responsibilities of the post and associated terms and conditions will be subject to review at the discretion of the Commissioner.

Notwithstanding the above, the main terms and conditions of appointment are:-

Job Title	Chief Finance Officer (CFO)
Responsibilities	The CFO is responsible for the proper administration of the financial affairs of the Police and Crime Commissioner for Sussex
Term of Contract	This is a permanent contract of employment. The employment is subject to the provisions regarding Notice as set out below.

Job Description	The Sussex Police & Crime Commissioner will advise the CFO of the normal duties required of the role however it may be necessary for these to be amended or changed from time to time in accordance with organisational need, which may include specific responsibilities of a similar or lesser graded post. Any changes which the Sussex Police & Crime Commissioner considers require formal consultation with you will be subject to such consultation.
Place of Work	The main place of work for the CFO will be Sackville House, Lewes although he may be required to work in other venues across Sussex from time to time. The role will also require regular travel around Sussex.
Eligibility to Work	It is also a condition of employment that the CFO is and remains eligible to work in the United Kingdom. The CFO may be dismissed without notice if it comes to our attention at any time that he is not eligible to work in the United Kingdom.
Hours of Work	This will be a full-time position of 37 hours a week.
Basic Salary – Full Time	The full time gross salary for this role will be £77,000 per year.
Pension Scheme	The CFO is entitled to join the Local Government Superannuation Scheme. A Contracting Out certificate under the Pension Schemes Act 1993 is in force in respect of the employment.
Deductions from Pay	During the employment and upon its termination, as well as the normal National Insurance, income tax and any agreed pension deductions, we may also make deductions from the CFO salary in respect of any sums owed to us including any overpayment of wages, loans, elective training provided, loss or damage to organisational property, expenses and any excess holiday pay received. Where this applies the CFO will be consulted prior to the deduction to discuss the terms of the repayment.
Holidays	<p>The CFO will be entitled to the annual bank and national holidays where these fall annually.</p> <p>The annual leave entitlement for the CFO will be 27 days plus bank and public holidays.</p>

Holiday Pay	<p>Holiday pay is paid at the basic rate for contracted hours.</p> <p>Any leave request must be agreed with the Chief Executive in advance</p>
Sick Pay & Rules	<p>The CFO will be entitled to statutory sick pay in the event of properly notified sickness absence, where the necessary criteria are met.</p>
Notice	<p>The CFO may bring his employment with the Office of the Sussex Police & Crime Commissioner to an end at any time by giving three months notice in writing.</p> <p>The Office of the Sussex Police & Crime Commissioner may otherwise bring the CFO's employment to an end by giving three months written notice.</p>
Conduct	<p>The Office of the PCC code of conduct will apply.</p>
During Notice	<p>The CFO will be entitled to contractual pay during any notice period provided the correct amount of notice in writing has been given.</p>
Equal Opportunities	<p>The Office of the Sussex Police & Crime Commissioner operates equality of opportunity in compliance with legislation. We recognise and accept our responsibility to promote equal opportunities both as an employer and a provider of services.</p>
Dignity at Work	<p>The CFO must respect the dignity of everyone he comes into contact with during his employment and must not unlawfully discriminate against, harass, victimise or bully any other person. Such behaviour is regarded as gross misconduct and may lead to dismissal without notice.</p>

Data Protection	<p>The CFO must consent to the Office of the Sussex Police & Crime Commissioner processing their personal data including information about their sex, status, racial or ethnic origin, in order to properly fulfil its obligations under this Agreement, and as otherwise required by law in relation to your employment in accordance with the Data Protection Act 1998.</p> <p>The processing of this data will principally be for personnel, administrative and payroll purposes and the CFO will be entitled to access personal information held on request.</p>
Security vetting	The CFO is required to be security vetted.