

# SUSSEX POLICE



## FINANCE DEPARTMENT

## PERFORMANCE PLAN 2008-09

## 1. Introduction

The Finance Department plays a key role in ensuring best use is made of resources and that they are properly accounted for and managed effectively.

In recent years the Finance Department has made steady progress overhauling systems, structures, processes and procedures. This has been recognised through level 4 PURE scores in financial management and financial standing. The last HMIC report rated 'use of resources' as 'Excellent'.

In order to continue to improve our own performance, and to meet the challenges and targets set out in the Local Policing Plan we have identified a range of high level departmental priorities for the coming year:

- manage the Force's resources effectively.
- further integrate service and financial planning.
- develop and enhance financial capacity across the Force.
- identify productivity and efficiency opportunities and value for money.
- improve asset management.
- understand our costs
- develop procurement

## 2. Departmental Overview

The Finance Department provides comprehensive finance, procurement and insurance services to the Force. It contains several distinct sections, each of which provides a specialist function within the Department.

### Head of Finance

Ensures the delivery of a comprehensive financial and management accounting function, and provides professional and technical advice to the Director of Resources and Chief Officers. Directing and managing the processes for the preparation of Annual Accounts, monitoring of revenue and capital budgets and maintenance of the Force's financial control framework. Overseeing the delivery of the annual efficiency plan and providing an insurance management function.

### Financial Accounting

Are responsible for all aspects of Force financial systems (development, controls and maintenance) and the various exchequer and technical functions, such as Statutory Accounts, VAT/Revenue Returns, Capital and Fixed Assets, Accounts Payable and Receivable, Banking and Imprest Accounting, liaison with Auditors and Car Loans.

### Management Accounting

Budget setting and monitoring in conjunction with budget holders, Business Support Managers and Finance Officers. Reporting to Chief Officers Management Meeting, Police Authority and Force Executive Board on the financial position and financial management issues. Assisting Divisional/Departmental Finance teams in respect of SAP usage and monitoring; providing force-level overtime information and attending Operational Contingency meetings; Cost centre and Account set-up control, and acting as a central point of reference in financial matters. Monitoring the receipt and allocation of specific grants, and ensuring all

returns for centrally managed grants are completed. Preparation of CIPFA Statistics, RA returns for Budgets, and Benchmarking. Monitoring of non-delegated budgets, Financial Provisions, Secondments, Insurance, Pensions and Allowances. Translation of the Costing strategy into action and preparing the Activity Based Costing (ABC) returns in conjunction with CDD's AA data.

### **Procurement**

Led by the Head of Procurement – who reports to the Director of Resources, the team are responsible for setting out the rules for all purchasing and contracts activity, sourcing and vetting of suppliers and approval of proposed purchasing plans. All contracts let will follow basic procedures to ensure compliance with all legislated rules and will be subject to the issue of formal quotations or tenders. The Procurement Unit will monitor all spends to ascertain whether ad-hoc purchasing may continue in respect of any commodity or whether collective requirements need to be subject to the arrangement of call-off contracts. The aim of this being to establish the achievement of Best Value in force procurement.

### **Insurance**

The Insurance Manager determines the level of insurance to be procured to transfer away from the Authority unacceptable levels of financial risk and manage the entire insurance programme. Claims handling is provided for all claims against the Authority, with the exception of Employer's and Public Liability claims.

### **Business Development**

The Business Development Manager is responsible for increasing the yield of income generation and sponsorship. Advisor to the force on matters surrounding Income generation and Sponsorship Policy. Co-ordinating the annual efficiency plan. Ensuring the efficiency plan is delivered.

**Mark Rowe**

**Head of Finance**

March 2008

### 3. Priorities and Objectives

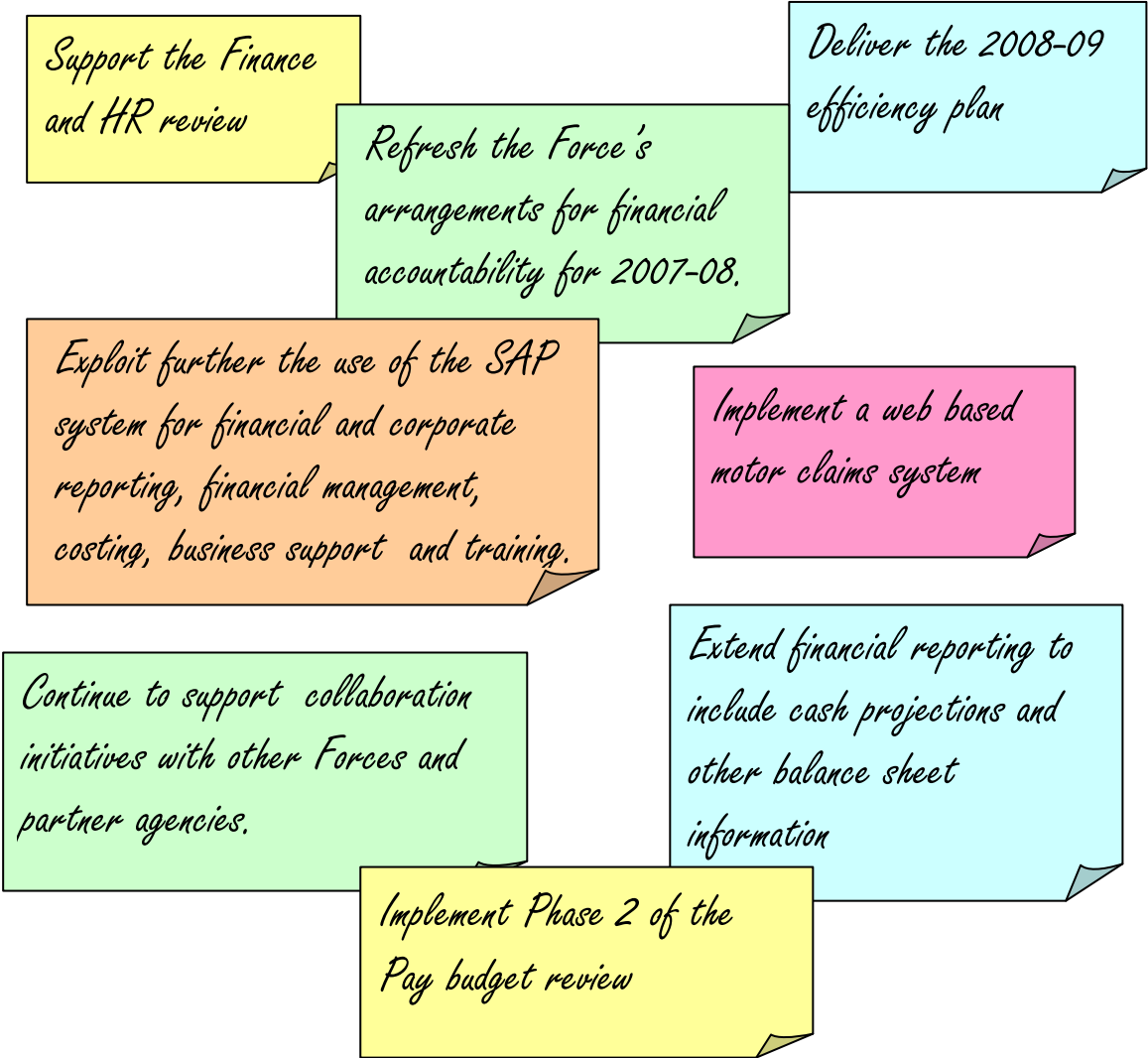
The Departmental performance plan is supported by detailed plans covering each team. These include specific statutory and significant operational objectives and developments designed to further embed quality and financial control. These are in addition to our wider corporate and departmental priorities.

**Our Statutory Obligations**

- Submit and publish annual financial statements
- Report financial performance to the Police Authority
- Complete the Police use of Resources (PURE)
- set a revenue budget for the following financial year
- Prepare and submit an annual efficiency plan

Our development objectives are attached at Appendix A.

**These post-its highlight some of the developments planned for 2008-09.**



### 3. Supporting Sussex Police Strategic Priorities

#### Neighbourhood Policing

- Delivering a quality service that is visible and reassures
- Delivering local policing in your area
- Improving satisfaction with our service
- Improving ease of contact and accessibility
- Responding to calls for assistance
- Working with partners to tackle alcohol-fuelled violent crime
- Working with partners to prevent and tackle anti-social behaviour
- Designing out crime

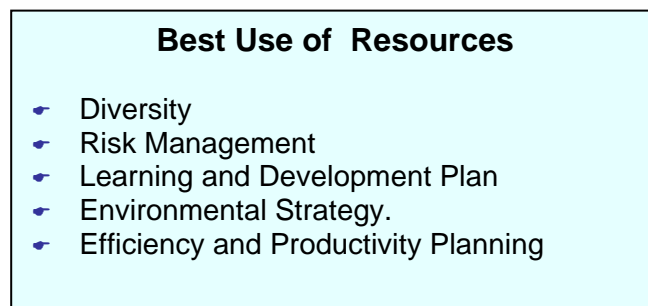
#### Keeping People Safe

- Tackling serious and organised crime
- Reducing the harm caused by drugs and tackling their supply
- Protecting vulnerable people
- Safeguarding children
- Working with partners to tackle domestic violence
- Protecting the public from the most dangerous offenders
- Tackling terrorism and violent extremism
- Policing Gatwick
- Reducing road casualties and enforcing speed limits
- Managing our information
- Collaborating with neighbouring and regional forces
- Delivering against our 'offences brought to justice' target
- Increasing the number of offences which result in successful prosecution
- Reducing re-offending
- Making effective use of fixed penalty notices and formal warnings
- Bringing offenders to justice for more serious crimes

***The Finance Department will support these priorities by ensuring:***

- supporting the financial management of any grant funding obtained.
- publishing a summary statement of the annual accounts in various formats and languages other than English.
- printing the annual accounts in A4, A5 and summary formats. Plain English explanations will be used where possible.
- improving satisfaction with the service that we provide to our customers through a customer survey which will be taking place during the year. This survey will be reviewed and amendments to service implemented.
- improving the look and feel of our internet site to improve ease of contact and accessibly to our customers.

- Maintaining an out of hours cash facility that supports operational requirements.
- providing financial expertise relating to grant funding.
- maximising the level of grants obtained, ensuring that each grant that is expected is received.
- regular monitoring and reporting to the Police Authority on the progress of grants received against grants expected.
- administration of annual returns to the grant provider.
- contribute towards the policing of Gatwick by providing financial expertise when negotiating the level of grant and monitoring expenditure against income.
- The finance department make sure that Gatwick Airport Limited are invoiced in a timely manner so that the income is received promptly.



***The Finance Department will support these priorities by ensuring:***

- new members of finance staff will attend the force support staff induction scheme which includes diversity.
- departmental risks are assessed regularly. This is reviewed as part of the monthly departmental management team meeting, the risk register is updated as appropriate.
- Finance staff are actively encouraged to undertake professional training to aid personal and professional development.
- The finance department embrace the environmental strategy challenge, particularly around the following themes:
  - Transport.
  - Waste and recycling.
  - Procurement.
  - Education and promotion.
- The finance department will produce a productivity and efficiency strategy, co-ordinate the annual efficiency planning process and deliver 2008-09 efficiency plan.
- Maintain our overall PURE scores

## 4. Targets and Performance Indicators

The Department has a number of targets to meet in delivering it's services.

The Department monitors performance against target using a range of Key Performance Indicators (KPI's) These are monitored monthly at the Departmental Management team meeting and the Finance and Resources Board, chaired by the Director of Resources.

Our core targets and indicators are set out in the table below.

	<b>Target</b>
<b>Policing Plan</b>	
Efficiency and Productivity strategy	9.3% of GRE cashable gains by 2011.
Level of female staff	45%
Minority ethnic groups target	6%
Sickness absence	9 Days
<b>Creditors</b>	
C1 Invoices paid to terms	More than 90 %
C2 Increase Vendors payable by BACS Invoices input within 14 days -	More than 90 %
C3 Central	More than 80 %
C4 Invoices input within 14 days - FO's	More than 80 %
C5 No of blocked invoices over 4 weeks	Zero
C6 Reduce creditors days - DIA	Less than 30
<b>Procurement</b>	
P1 Retrospective Purchase Orders	Less than 10%
<b>Debtors</b>	
D1 Trade Aged Debtors over 90 days	Less than 10%
D2 Reduce debtors days - DSO	Less than 30 Days

## 5. Our Resources

<b>Financial Resources</b>	
	<b>£</b>
Employee Costs	968,600
Transport Costs	8,378
Supplies & Services	58,075
Other Expenditure	32,352
<b>Gross Budget</b>	<b>1,067,405</b>
Income	(22,261)
<b>Net Budget</b>	<b>1,045,144</b>

<b>Human Resources</b>	
	<b>fte</b>
Management Accounts	7
Financial Accounts	9
Procurement	6
Insurance	1
Business Development	1
Head of Finance	2
<b>Total Staff</b>	<b>26</b>

**APPENDIX A**

**FINANCE DEPARTMENT**

**Specific Development Objectives 2008-09**

Objective	Milestones	Measure	Date	Lead
Ensure the delivery of the Finance Department Performance Plan for 2008-09.	<ul style="list-style-type: none"> <li>❶ Monthly exception reports to DMT and FARB</li> </ul>	<ul style="list-style-type: none"> <li>❶ delivery of the plan to time</li> <li>❷ achievement of specific milestones</li> </ul>	31 March 2009	ALL
Support the Finance and HR review workstream of the Challenge Programme.	<ul style="list-style-type: none"> <li>❶ First meeting and Terms of Reference</li> <li>❷ Provision of papers and supporting challenge at each meeting.</li> </ul>	<ul style="list-style-type: none"> <li>❶ Report completed and delivered by FEB</li> </ul>	30 October 2008	MA
Refresh the Force's arrangements for financial accountability for 2007-08.	<ul style="list-style-type: none"> <li>❶ Develop revised accountability principles</li> <li>❷ Arrange for consultation</li> <li>❸ Review of refreshed accountability arrangements by FEB</li> </ul>	<ul style="list-style-type: none"> <li>❶ Changes agreed.</li> <li>❷ Incorporated in the 2008-09 budget guide and scheme of budget management.</li> </ul>	30 April 2008	HoF
Extend financial reporting to include cash projections and other appropriate balance sheet information.	<ul style="list-style-type: none"> <li>❶ Agree additional reporting items following review of best practice.</li> </ul>	<ul style="list-style-type: none"> <li>❶ Changes incorporated in the report to the Police Authority.</li> </ul>	October 2008	FA
Refresh financial performance information provided by the department. E.G SPA, COMT, FEB, CDD,	<ul style="list-style-type: none"> <li>❶ Agree new design following review of best practice.</li> <li>❷ Consult with 'users'</li> <li>❸ Agree final format and distribution</li> </ul>	<ul style="list-style-type: none"> <li>❶ Report to interested parties.</li> </ul>	October 2008	ALL
Exploit further the use of the SAP system for financial and corporate reporting, financial management, costing, business support and training. Link into other business work streams where appropriate.	<ul style="list-style-type: none"> <li>❶ P2P</li> <li>❷ e-invoicing</li> <li>❸ personnel costing</li> <li>❹ asset life costing</li> <li>❺ new general ledger</li> </ul>	<ul style="list-style-type: none"> <li>❶ A costed, timetabled SAP development plan for the Finance department agreed by DMT and signed off by SAP Programme Manager.</li> </ul>	September 2008	MA FA HoP
Continue to support collaboration initiatives with other Forces and partner agencies.	<ul style="list-style-type: none"> <li>❶ Quarterly log of initiatives</li> </ul>	<ul style="list-style-type: none"> <li>❶ Financial implications of collaborative initiatives detailed and built in the forward plans.</li> </ul>	March 2009	ALL
Plan for and deliver the 2008-09 efficiency plan	<ul style="list-style-type: none"> <li>❶ Delivery plan in place</li> <li>❷ Target achieved</li> </ul>	<ul style="list-style-type: none"> <li>❶ 2007-08 efficiency plan delivered</li> <li>❷ Report to PPSG and Home Office submitted in line with timetable</li> </ul>	March 2009	BDM
Develop efficiency and productivity planning during 2008-09	<ul style="list-style-type: none"> <li>❶ Draft report to HoF and DoR on the direction of travel</li> </ul>	<ul style="list-style-type: none"> <li>❶ New efficiency regime agreed by FEB and PPSG.</li> </ul>	PPSG Rpt 2009	BDM

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Take forward the costing strategy	<ul style="list-style-type: none"> <li>❶ Draft strategy considered by BUOR Board.</li> <li>❷ Strategy Published and circulated</li> <li>❸ Action plan and timetable devised</li> </ul>	<ul style="list-style-type: none"> <li>❶ Strategy approved</li> <li>❷ Action plan developed</li> </ul>	September 2008	MA
Review of employer police officer employer pension contribution with a view to delegate	<ul style="list-style-type: none"> <li>❶ Discussion paper prepared</li> <li>❷ Report to FaRB</li> <li>❸ Budget delegated</li> </ul>	<ul style="list-style-type: none"> <li>❶ Budget delegated</li> </ul>	October 2008	MA
Pay budget review	<ul style="list-style-type: none"> <li>❶ Review Scoped</li> <li>❷ Review undertaken</li> <li>❸ Results published</li> </ul>	<ul style="list-style-type: none"> <li>❶ Recurrent saving identified to contribute to the Challenge Programme.</li> </ul>	September 2008	MA
Improving financial management	<ul style="list-style-type: none"> <li>❶ Tangible improvements identified</li> <li>❷ Report to FaRB</li> <li>❸ Roll out of improvements</li> </ul>	<ul style="list-style-type: none"> <li>❶ Improved financial outturn compared to 2007-08</li> </ul>	March 2009	MA
Implement a web based motor claims system	<ul style="list-style-type: none"> <li>❶ Solution approved by IS</li> <li>❷ Funding identified</li> <li>❸ Spec and Plan produced</li> <li>❹ System implemented</li> </ul>	<ul style="list-style-type: none"> <li>❶ FigWeb implemented and rolled out</li> </ul>	March 2009	IM
Refresh the Financial Strategy	<ul style="list-style-type: none"> <li>❶ Review new requirements</li> <li>❷ Review existing version</li> <li>❸ Draft version available</li> <li>❹ Final version to SPPA</li> </ul>	<ul style="list-style-type: none"> <li>❶ Final strategy approved by SPA</li> </ul>	October 2008	MA
Customer Survey undertaken	<ul style="list-style-type: none"> <li>❶ Design Survey</li> <li>❷ Send Out Survey</li> <li>❸ Collate Results</li> <li>❹ Report on Results</li> <li>❺ Take action</li> </ul>	<ul style="list-style-type: none"> <li>❶ Survey report published and action plan in place.</li> </ul>	October 2008	HOF

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Objective	Milestones	Measure	Date	Lead
<b>PROCUREMENT DEVELOPMENTS</b>				
Commencement of major contractual processes	<ul style="list-style-type: none"> <li>❶ Agency Staff,</li> <li>❷ Body Armour,</li> <li>❸ Forcewide Cleaning,</li> <li>❹ IS Hardware Maintenance,</li> <li>❺ Airwave Managed Service,</li> <li>❻ CCTV Development</li> </ul>	❶ Contracts tendered and let	March 2009	HoP
Development of E-procurement	<ul style="list-style-type: none"> <li>❶ Streamlining procurement transaction processes to reduce time spent by staff on data entry by the introduction of an internet Marketplace and developing electronic invoicing</li> <li>❷ Further promotion of e-procurement initiatives where these are likely to demonstrate best value, including e-learning and e-sourcing</li> <li>❸ Further development of the procurement internet and intranet sites providing suppliers and internal customers with a one stop shop approach</li> </ul>	❶ Implementation of SAP Procure 2 Pay.	March 2009	HoP
Training and Development	<ul style="list-style-type: none"> <li>❶ Identification and implementation of additional training courses to aid all staff involved in the Procurement process</li> </ul>	❶ Training developments in Staff PDRs	March 2009	
Collaboration	<ul style="list-style-type: none"> <li>❶ To continue to establish successful collaborative purchasing arrangements at Regional and National level.</li> <li>❷ collaborating more in the purchase of goods and services common across more than one department in the public sector.</li> </ul>		March 2009	HoP
Value for Money	<ul style="list-style-type: none"> <li>❶ Focus on driving better value for money from procurement on a whole-life costing basis.</li> </ul>	❶ Implementation of Whole life costing and demonstrable VFM	March 2009	HoP
Sustainable Procurement	<ul style="list-style-type: none"> <li>❶ Increase awareness on sustainable procurement and ensure we spend in a way that supports the achievement of the goals set out in the UK Government Sustainable Procurement Strategy (March 2005).</li> </ul>	❶ Awareness Campaign undertaken	March 2009	HoP

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**Specific Development Objectives 2008-09**

PROCUREMENT DEVELOPMENTS				
ACPO Procurement	<ul style="list-style-type: none"> <li>❶ Support and assist in the delivery of the new ACPO Procurement Strategy.</li> <li>❷ Building upon the information received from the National HEDRA Data Mining Exercise currently being undertaken on behalf of ACPO Procurement in consultation with the NPIA.</li> </ul>	<ul style="list-style-type: none"> <li>❶ Input to the strategy recognised.</li> <li>❷ Report on usage to DOR</li> </ul>	March 2009	HoP

### Statutory/Mandatory Obligations

Sussex Police Authority has many financial and legal mandatory obligations. To ensure compliance, The Finance Department leads or provides an input to the following:

- Submit and publish financial statements on a yearly basis
- Statutory responsibility for the Police Authority to monitor budgets
- Comply with PURE
- Comply with Home Office requirements
- Comply with HMIC requirements
- Prior to 1st March each year approve a revenue budget for the following financial year
- Ensure that the annual statement of accounts is prepared in accordance with the Code of Practice on Local Authority Accounting in the United Kingdom: A Statement of Recommended Practice' (CIPFA/LASAAC)
- The Accounts and Audit Regulations 2003 require every local Authority, including Police Authorities, to maintain an adequate and effective internal audit function
- An annual efficiency plan is required to achieve savings in cash or through efficiency gains for redeployment at a level set by the Home Secretary
- After the end of each financial year, the Police Authority has a responsibility to publish an annual report which must include an assessment of the extent to which the Annual Policing Plan has been carried out (copies of the report are sent to the Home Secretary). This is additional to the monitoring and reviewing process which continues through the year
- We are governed by The Accounts and Audit (Amendment) (England) Regulations 2006

Finance Department Organisation Chart

