SURREY POLICE AND CRIME PANEL

Chief Constable's Appraisal Process

29th April 2014

Purpose of the report

To update the panel on the process undertaken by the Police & Crime Commissioner (PCC) to conduct the Chief Constable's appraisal and to advise members of the outcomes of the appraisal discussions.

Background

The PCC has responsibility for the appraisal process in relation to the Chief Constable. Within Surrey Police, the appraisal is known as a Performance Development Review (PDR). There is no national guidance on how PCCs should conduct a PDR – it is a matter for the individual PCC.

PCC Hurley has recognised that it is important that the Chief Constable has been set a clear set of objectives and that progress against achieving those objectives is discussed regularly. PDRs are just one tool by which an individual can make an assessment of their own performance and a manager can assess the accuracy and quality of this assessment. In addition to formal appraisals, the PCC has regular, informal meetings with the Chief Constable which afford additional opportunities to discuss performance.

Performance Development Review for 2013-14

The performance year runs from April to April. The PCC and Chief Constable held a mid-year review in early December 2013 which also coincided with the one-year anniversary of the PCC's appointment. At this meeting, the PCC confirmed the Chief Constable's objectives as follows:

- To progress operational elements of the Police & Crime Plan, namely:
    - Take a zero tolerance policing approach (*focus on those who blight our lives, e.g. violent bullies, louts; focus on drug dealing*

March 2014

to young people in educational establishments; working with partners to address anti-social behaviour (ASB); making sure the police always do something about crimes and ASB)

- o More visible street policing *(reducing the back office; using ill-gotten gains for more visible street policing; seizure of assets; use of PCSOs and Specials; collaboration and working with other forces)*

- o Put victims at the centre of the Criminal Justice System *(quality service for victims; working with the CJS to make improvements for victims)*

- o Giving people a greater say in how streets are policed *(engagement opportunities through Local Policing Boards)*

- o Protect Local Policing *(maintaining the morale and ethos of officers; Securing national support for Surrey and working nationally to highlight issues affecting Surrey)*

- o Uncompromising standards *(delivering a professional, quality service; High standards of ethics, integrity and appearance)*

- Progress collaboration with Sussex with a view to delivering a balanced budget

Performance during 2013-14

The PCC has acknowledged that, during her first year in post, the Chief Constable was faced with a series of challenges, many of which were a legacy of the previous management team. These included the termination of the Siren ICT project and the Business Partnering programme with West Midlands police; a number of high profile yet historic sexual abuse cases and a leadership infrastructure deemed less than optimal.

With this backdrop to his first year in office, the PCC recognises that the Chief Constable has embraced the paradigm shift in policing governance. He commended the Chief Constable's 'can do' ethos and the changes she has brought about in the Force's structure and leadership that will support the joint goal of delivering the People's Priorities. He has highlighted a number of particular achievements including the restructuring of the Force's operational delivery model; the Chief's visible and passionate approach to leading the

March 2014

Force; progress in collaboration with Sussex; and an informed yet brave decision to restructure neighbourhood policing.

Objectives for 2014/15

The PCC will conduct an end of year review to assess performance and set objectives for 2014/15, in early May.

LEAD/ CONTACT OFFICER: Alison Bolton/Johanna Burne
TELEPHONE NUMBER: 01483 630200
E-MAIL: Johanna.burne@surrey.pnn.police.uk

9

March 2014

This page is intentionally left blank