

SURREY POLICE AND CRIME PANEL

FEEDBACK ON PERFORMANCE MEETINGS

10th October 2016

INTRODUCTION

One of the main responsibilities of the Police and Crime Commissioner (PCC) is to hold the Chief Constable to account for delivery of the Police and Crime Plan. David Munro has set up a governance framework to discharge this duty. The main part of this framework is to hold monthly Performance Meetings where the Chief Constable reports on progress against the Police & Crime Plan and other strategic issues. This is supplemented by workshops and one to one discussions between PCC and Chief Constable.

Every third performance meeting, i.e. every three months, is webcast for the public and partners to view. The PCC chairs the meeting which is also attended by the Chief Executive and Treasurer from the Office of the Police and Crime Commissioner (OPCC). Other members of staff from the OPCC attend as required, depending on the agenda. The Chief Constable attends along with the Deputy Chief Constable and other force staff as required.

This report provides an update on what meetings have been held and what has been discussed in order to demonstrate that arrangements for good governance and scrutiny are in place.

PERFORMANCE MEETINGS

Since the PCC took up office in May 2016, four Performance Meetings have been held. These are summarised below.

1 June 2016

This was an introductory meeting and the agenda items were:

- Overview of force performance and current challenges
- Overview of the force financial position and savings plans
- Verbal update on current operational risks
- PCC plans for future governance and scrutiny

As the PCC was new in post at this time, this was the first opportunity for the senior police team to brief the PCC on force performance across the board, the current financial position and any major operational issues. A performance report was presented as well as the financial report for the year to date and the Medium Term Financial Strategy. The PCC outlined his plans for governance and scrutiny, as described in the introduction above.

28 June 2016

The agenda for this meeting covered:

- The emerging Police and Crime Plan
- Emerging performance measures
- HR, recruitment and retention
- Finance report
- Verbal briefing on risk

The PCC outlined his 6 priorities and more detailed areas that he was considering in the development of the Police and Crime Plan and shared the plan in its draft form. This formed part of the consultation that the PCC carried out with the Chief Constable in development of the plan. The need for partner involvement was discussed and also the difficulty in developing robust performance measures for some of the priority areas.

The recruitment and attrition of staff was discussed including measures being taken to improve detective recruitment in Public Protection. It was also noted that good workforce planning has meant the Force had not needed to resort as much to redundancy when services were reducing.

The finance report discussed was the report later presented to the Police and Crime Panel in July.

3 August 2016

This was the first meeting held after the publication of the Police and Crime Plan and the substantive appointment of Nick Ephgrave to the post of Chief Constable. Items discussed were:

- Surrey Police Delivery Plan (how the Force will deliver the operational elements of the Police & Crime Plan)
- Medium Term Financial Plan
- Budget report and reserves
- ICT and risks
- Estate strategy resourcing
- South East Allowance
- Risk

Surrey Police had been developing a plan to deliver against its vision for the last 6 months. They reported that this plan had now been updated to fit with the Police and Crime Plan. A draft was considered and the PCC requested that more explicit links were made to the Police and Crime Plan before the delivery plan was finalised. This was agreed and since the meeting has been actioned.

The Medium Term financial plan was presented and the savings plans discussed. Given current financial uncertainty, the PCC asked that for the next presentation of the financial plan, optimistic and pessimistic scenarios be presented to take account of different financial assumptions.

The latest budget report was presented with a predicted £0.5m underspend. Capital spend was discussed and the Surrey Police Director of Finance outlined a new capital programme which looked at projects over a longer timeframe, rather than focusing within one financial year. This was allowing greater flexibility for capital spend.

The PCC agreed to set a 3% level of reserves. He did not agree to a proposal for allow the force the flexibility to go below 3% if required. Instead any requests to go below 3% reserves would need to be referred to the PCC for a decision.

A paper was presented on current ICT difficulties and the recovery plan. Changes in ICT leadership, underinvestment and staff shortages had led to problems. Solutions being put in place included flexible recruitment and salaries and a regional ICT strategy. The head of ICT updated on his national work with Police ICT which in the long term will assist Surrey and Sussex police in being joined up to national ICT. Deloitte have been commissioned to review the ICT strategy and this work will report back to the Performance Meeting. The PCC asked for a quarterly update on progress being made on ICT.

One of the key objectives in the Police and Crime Plan is the development of a long-term estates strategy for Surrey Police. The PCC heard that the force has started planning for the estates strategy and has put in governance arrangements with the aim to develop a completed strategy for March 2017. The strategy is being developed by Surrey Police estates planning team with assistance from Surrey County Council and Sussex estates team. The PCC outlined some principles for the strategy including the need for any new HQ to be within Surrey, the estate to support Surrey Police operations, the strategy should aim to release capital and generate revenue savings and the need for an accompanying communications strategy.

The Chief Constable reported that the Home Secretary had agreed to a recommendation from the national Police Remuneration Review board to increase the South East allowances for officers from £2k to 3k for forces bordering Surrey. However, this did not come with any extra financing. This was

a difficult decision to make as if all officers were given the extra allowance, this would cost £1.8m a year, approximately 35 officers' salaries. But giving the allowance could improve recruitment, retention and morale. The Chief Constable will be speaking to regional Chief Constables and staff and will come back to the PCC with a recommendation for going forward in the next financial year.

The Chief Constable updated the PCC on risk and the current performance issues with the 101 number.

21 September 2016

This was the first webcast performance meeting held by the PCC. As such, the main aim of the meeting was for the PCC report on progress against the plan to the public and to demonstrate that he holds the Chief Constable to account. The agenda focussed on performance against the plan and financial reporting.

The Chief Constable presented a detailed report on how the force had begun to deliver against the actions within the Plan. The main areas scrutinised by the PCC were the 101 number, the service given to victims of sexual offences in going through criminal justice system by both police, the CPS and courts, the new neighbourhood policing model and the emerging estates strategy. The Chief Constable outlined measures being taken to improve in the three areas of delivery and progress being made on developing an estates strategy.

The latest finance reports were presented and the PCC scrutinised the force's planned savings programme and capital expenditure.

The video of the meeting is available to view through the OPCC's website.

RECOMMENDATION

That the Police and Crime Panel notes the update on the PCC Performance Meetings.

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