



SURREY POLICE AUTHORITY

BUSINESS PLAN 2010-2013

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INTRODUCTION

Surrey Police Authority has responsibility for securing an efficient and effective policing service for Surrey. We are fortunate to work with a high-performing and innovative Force which seeks to maintain high standards of policing for local people. Nonetheless, we face considerable challenges which are the Authority's responsibility to address, in conjunction with Surrey Police.

Surrey Police Authority receives low levels of Government funding and we are forced to rely more than we would like on the contribution of local people. It is even more imperative, then, that local people are satisfied with the standard of service they receive, have confidence in Surrey Police and not only are safe but feel safe. These are the main areas on which we believe the Authority should hold the Force to account during the coming three years, as set out in our Local Policing Plan.

This year the Authority has agreed plans for an Operational Policing Review which will see a reduction in the numbers of senior officers; introduce a simplified functional structure which replaces the existing BCU model; and rationalise the police estate to replace a number of older and under-used police stations with more and better ways for local people to engage with the police. Ultimately, these changes expect to substantially reduce the budget gap that was expected over the next few years and will mean the force can recruit up to an additional 200 police constables to bolster neighbourhood policing and tackle cross-border criminality. We shall be closely scrutinising these changes to ensure that smooth business changes is achieved, services are improved for the public and that predicted efficiency savings are met.

We will continue to challenge the Force to improve, scrutinising the way in which it does its business to ensure it remains a high performing Force. The Authority will continue to review how it carries out its own business, particularly given the impending inspection of police authorities, to ensure we operate in a business-like, efficient, accountable and transparent way. We will also be recruiting a new Chief Executive to support us in all of our aims.

We will continue to consult with local people to ensure we know what they need and will seek to be an effective partner at local, regional and national level, to ensure that local people's interests in community safety are met in a coherent and co-ordinated way.

Peter T D Williams, JP
Chairman

Alison Bolton
Acting Chief Executive

PURPOSE, VISION AND PRINCIPLES

Our Purpose

The Authority is responsible for promoting confidence in Surrey Police by ensuring that the needs and concerns of the local community are met through the county's policing priorities and that the people of Surrey receive best value in local policing services.

The Authority:

- ensures that policing services are provided fairly and in a way which does not discriminate against any group or individual; protects the most vulnerable; promotes equality of opportunity; and works towards eliminating unlawful discrimination both internally within the Authority and Force and in the provision of policing services
- sets the strategic direction and the budget for the Force and oversees the Force's use of assets to ensure Best Value
- exercises effective oversight of Force performance against the Local Policing Plan and budget through assessment of risk, and reports honestly to the community about the Force's achievements
- through consultation, takes account of the interests of all those who live in, work in, or visit Surrey and ensures that the views of local people are reflected in the nature and style of local policing
- appoints Chief Officers in the Force and, where necessary, can discipline and dismiss them
- ensures that appointments to senior positions within the Force reflect the needs of the local community
- monitors the way in which complaints against officers and staff are dealt with by the Force; monitors complaints about the direction and control of the Chief Constable; and deals with complaints against Chief Officers
- maintains an effective Independent Custody Visiting Scheme
- works in partnership with Surrey County Council, Borough and District Councils, Local Crime and Disorder Reduction Partnerships, the Surrey Criminal Justice Board and voluntary organisations interested in community safety to deliver a coherent and high quality service

The Authority conducts its business in public at seven meetings a year.

Our Vision

Our vision is that: ***“Surrey Police Authority is recognised as an independent, forward thinking body which actively scrutinises the Force while supporting it in providing an effective, value for money service as one of the leading Forces in the country and in which our community has full respect and confidence.”***

The Authority has also worked closely with the Force to develop and support its strategy to put *Surrey Public First*.

Code of Corporate Governance

Our general principles of governance are outlined in our Code of Corporate Governance as follows:

- To focus on the purpose of the Authority, on outcomes for the community and on creating and implementing a vision for the local area
- For Members and officers to work together to achieve a common purpose with clearly defined functions and roles
- To promote values for the Authority and demonstrate the values of good governance through upholding high standards of conduct and behaviour
- To take informed and transparent decisions which are subject to effective scrutiny and risk management
- To developing the capacity and capability of Members and officers to be effective
- To engage with local people and other stakeholders to ensure robust public accountability

The Code of Corporate Governance sets out key actions under each principle, which link closely to this business plan. This business plan focuses on what actions need to be carried out over a specific time period.

SUCCESS CRITERIA FOR 2009-2012

We set ourselves a number of three-year success criteria in 2009. These provide us with a tangible, measurable way of monitoring whether or not we are successful as an Authority. We have reviewed these criteria and feel they remain relevant for 2010-2013, with some having been updated to reflect where data is now available. A measure with regard to member development has been added.

Progress against these success criteria in for 2010-13 will be reported to the Police Authority in March 2010.

1. To achieve at least a “good” grading (or equivalent) for Authority inspection (*Responsibility of SPA*)
2. To maintain a score of 3 in the Police Use of Resources Evaluation (PURE) audit (or the equivalent audit) (*Responsibility of Audit Committee*)
3. To determine a balanced budget for the force, measure delivery against the budget and ensure that resources are matched to priorities (*Responsibility of SPA and Finance and Performance Panel*)
4. To engage at least 2,000 members of the Surrey public (including young people) and partners each year in policing issues through consultation and focus groups (*Responsibility of Citizen Focus Panel*)
5. To increase the awareness with Force personnel on the role of the Authority – 2008/9 baseline was 55.5% (*Responsibility of Citizen Focus Panel*)
6. To increase the percentage of Surrey public who have heard of SPA (*Responsibility of Citizen Focus Panel*) – 2009/10 baseline was 76.9%
7. To improve public trust and confidence in the Police Authority (*Responsibility of Citizen Focus Panel*) – 2009/10 baseline was 72.6%
8. To hold Surrey Police to account against meeting its policing plan targets, including public confidence (*Responsibility of Finance and Performance Panel and Controlling Crime Panel*).
9. To achieve and maintain Member Development Charter status (*Responsibility of the Standards Committee*)

KEY PLANS FOR 2010-2013

The key plans for 2010-2013 include many of those set out in the previous year's plan, showing commitment to our general strategic direction. Over the next three years, Surrey Police Authority will:

1. Ensure there is a strong leadership team in Surrey Police by
 - Recruiting high quality members of the ACPO team when needed
 - Ensuring the Force has in place arrangements to identify and develop leaders
2. Set a clear direction for Surrey Police, taking account of national and local requirements by:
 - Setting a three-year rolling plan and budget, based on national plans and local priorities, renewed each year
 - Scanning the horizon for forthcoming developments which will impact on the Force or the Authority
 - Supporting the Operational Policing Review and other key change programmes and monitoring their implementation and effectiveness
 - Seeking to influence Government and national agencies such as the APA about the direction of police reform including funding, reducing bureaucracy and delivering greater freedoms and flexibility, such as the 'Surrey Public First' approach
3. Ensure that, as far as possible, Surrey Police has sufficient resources to deliver the standard of policing expected by local people by
 - Setting a budget in line with the three-year strategic approach
 - Monitoring efficiency savings against the efficiency plan
 - Overseeing the change to the policing model in Surrey
 - Supporting the continued roll-out of workforce modernisation
 - Rebuilding reserves to the agreed level in the Reserves Strategy to ensure Surrey Police is adequately protected against unplanned events
 - Monitoring the IT strategy including the Enterprise programme
 - Lobbying Government to address deficiencies in the funding formula
 - Ensuring that the Force and Authority collaborate with other forces, authorities and partners to improve service delivery and make savings
 - Monitoring the shift pattern project and overtime savings achieved
4. Consult with local communities to ensure their priorities are reflected in the Policing Plan set for Surrey Police by
 - Regularly engaging with the public, in accordance with the Engagement Strategy and the SPA Equalities Scheme, including those who are often excluded from consultation
 - Feeding back to communities and stakeholders on how we have used consultation results
 - Ensuring that consultation results feed into the Local Policing Plan
5. Ensure that Surrey Police supports partners appropriately in delivering safer and stronger local communities by

- Supporting delivery of the Local Area Agreement, Community Safety Strategy, local resilience agenda and local criminal justice strategy
 - Continuing to promote neighbourhood management
 - Supporting children and young people through “Every Child Matters”
 - Ensuring Members play a full role in Crime and Disorder Reduction Partnerships and, where appropriate, the Local Strategic Partnership
 - Working with other forces and partners to provide the appropriate level of policing and resources for the Olympic Games
6. Ensure that the satisfaction and confidence of local people in Surrey Police is maintained by
- Setting and monitoring targets for confidence and satisfaction
 - Working with the Force to improve customer service
 - Monitoring how complaints are dealt with in Surrey Police and identifying any cultural issues which need to be challenged
 - Supporting the Independent Advisory Group (IAG) in its role as “critical friend” to Surrey Police
 - Maintaining an effective Independent Custody Visiting (ICV) Scheme
 - Promoting awareness of the role of the Authority to public and partners
7. Hold the Chief Constable to account for appropriate professional standards and discipline within Surrey Police by
- Monitoring complaints
 - Monitoring staff morale and the culture of Surrey Police
 - Promoting diversity and equality in the Force by monitoring the Force’s performance on Stop and Search and against its equality schemes
 - Monitoring the Force’s compliance with its Human Rights duties
8. Hold the Chief Constable to account for the performance of Surrey Police by:
- Setting and monitoring headline targets, and scrutinising the Force’s performance in meeting partnership targets
 - Scrutinising the delivery of Key Actions in the Local Policing Plan
 - Scrutinising protective services such as counter-terrorism, public protection, serious and organised crime, including at regional level
 - Monitoring Force compliance with Health & Safety and the Corporate Manslaughter Act
9. Ensure there are appropriate financial and internal controls in place by
- Ensuring the accounts are prepared in a timely way for approval and for audit and that the Assurance Statement is agreed by the Authority
 - Reviewing compliance with Standing Orders and Financial Regulations
 - Reviewing and updating the Authority’s Standing Orders and Financial Regulations, including delegations, on a regular basis
 - Ensuring delegated responsibilities e.g. ill-health retirements and injury awards are administered effectively and in line with Regulations
 - Monitoring progress of recommendations from audits and inspections
 - Monitoring risk management arrangements

- Overseeing the work of internal auditors and liaising with external auditors
 - Overseeing and attending the Scrutiny Panel to ensure cost effective procurement and the use of cost comparisons and benchmarking
10. Ensure the arrangements by which the Authority conducts its business are robust and sound by
- Recruiting, inducting and training new members as needed, including members for misconduct hearing panels
 - Promoting diversity and equality in the Authority by implementing the Equality Scheme, including training for Members and officers and updating the scheme as needed
 - Preparing for inspection of Police Authorities
 - Ensuring Local Investigations, if required, are carried out effectively
 - Maintaining Member Charter development status
 - Agreeing objectives for Members to deliver in their roles
 - Keeping the Scheme of Members' Allowances under review
 - Developing a training plan for Members which clearly links to the aims of the Authority's business plan
 - Keeping up to date with and making changes according to any changes in or new legislation
 - Informing debates about future governance of policing

This chart shows how, in summary, our key plans will enable us to deliver our Vision

Surrey Police Authority is.....	To achieve this we will
<i>Recognised as</i>	raise the profile of the Authority through communication and consultation
<i>an independent</i>	hold the Chief Constable to account for professional standards and discipline
<i>forward thinking body</i>	ensure our arrangements to "horizon scan" are robust and sound
<i>which actively scrutinises,</i>	hold the Chief Constable to account for performance
<i>supporting the Force,</i>	Set clear direction for the Force
<i>to provide an effective</i>	Ensure the Force has sufficient resources Ensure there are appropriate financial and internal controls
<i>value for money service</i>	Ensure the force has sufficient resources Ensure there are appropriate financial and internal controls
<i>as a leading force</i>	Monitor performance
<i>in which our community has full respect and confidence</i>	Set clear direction for Surrey Police Ensure there is strong leadership in Surrey Police Ensure satisfaction is maintained

ACTIONS FOR 2010/2011

This section describes in more detail what will be done this year (2010/2011) to progress towards the Authority's longer term aims. These actions are reflected in the work plan for the appropriate panel or committee.

Action	Responsibility of	When
<i>Set clear direction for Surrey Police:</i>		
<ul style="list-style-type: none"> Setting 2011-2012 Local Policing Plan within a three year strategy, to include clear targets 	Surrey Police Authority (SPA) / Finance and Performance panel	March 2011
<ul style="list-style-type: none"> Monitor implementation and budget savings arising from the Operational Policing Review 	SPA and F&P Panel	From April 2010 at each meeting
<ul style="list-style-type: none"> Monitor implementation of other strategic change programmes, including 'OSR 3' 	F&P Panel	From May 2010 at each meeting
<i>Resourcing Surrey Police:</i>		
<ul style="list-style-type: none"> Set a budget for 2011-2014 in line with the three-year strategy 	SPA and F&P Panel	February 2011
<ul style="list-style-type: none"> Monitor delivery of budget for 2010/2011 	F & P Panel	Quarterly
<ul style="list-style-type: none"> Monitor efficiency savings against the efficiency plan and the Value for Money Statement 	F&P Panel	Quarterly
<ul style="list-style-type: none"> Monitor the Estates Strategy 	F&P Panel	Quarterly
<ul style="list-style-type: none"> Oversee the Enterprise project 	F&P Panel	Quarterly
<ul style="list-style-type: none"> Ensure effective governance of collaboration projects and that further opportunities are pursued 	SPA	From May 2010 - twice yearly
<ul style="list-style-type: none"> Monitor the shift pattern project and overtime savings 	HR Panel	Twice yearly
<ul style="list-style-type: none"> Monitor officer/staff retention 	HR panel	Quarterly
<i>Consult with local communities:</i>		
<ul style="list-style-type: none"> Conduct three Citizens Panel consultations during 2010/2011 and provide feedback after each 	Citizen Focus Panel	By end of March 2011
<ul style="list-style-type: none"> Conduct Focus groups with "usually excluded" groups 	Citizen Focus Panel	By end of March 2011
<ul style="list-style-type: none"> Publish Local Policing Summaries 	Citizen Focus Panel	June 2010

<i>Working with and supporting partners:</i>		
<ul style="list-style-type: none"> Monitor progress against LAA targets and input to LSPs, CDRPs, SSCPb & SSP 	Citizen Focus Panel	Twice yearly
<ul style="list-style-type: none"> Members to report from CDRPs 	Citizen Focus Panel	Quarterly
<ul style="list-style-type: none"> Monitor delivery of neighbourhood management 	Citizen Focus Panel	Quarterly
<ul style="list-style-type: none"> Monitor "Every Child Matters" 	Citizen Focus Panel	Twice yearly
<ul style="list-style-type: none"> Monitor performance of the Criminal Justice Board 	Citizen Focus Panel	Twice yearly
<ul style="list-style-type: none"> Update on implementation of the Partnership Strategy 	Citizen Focus Panel	Twice yearly
<ul style="list-style-type: none"> Oversee Surrey Police support and resources for the Olympics 	Controlling Crime Panel	Twice yearly
<i>Improve satisfaction and confidence of local people in policing:</i>		
<ul style="list-style-type: none"> Monitor public confidence and satisfaction and improvement plans 	Citizen Focus Panel	Quarterly
<ul style="list-style-type: none"> Attend customer service boards and report back on key issues 	Citizen Focus Panel	Quarterly
<ul style="list-style-type: none"> Monitor police complaints and identify any cultural issues 	Professional Standards Panel	Quarterly
<ul style="list-style-type: none"> Recruit to maintain full numbers, train and monitor Surrey's Custody Visiting Scheme 	Citizen Focus Panel	Twice yearly report
<ul style="list-style-type: none"> Raise awareness of the Authority with Force, partners and public, and publish an annual report 	Citizen Focus Panel	By March 2011
<ul style="list-style-type: none"> Support the IAG 	Citizen Focus Panel	Sept. 2010
<ul style="list-style-type: none"> Monitor ongoing implementation of the Policing Pledge 	Citizen Focus Panel	Twice yearly
<i>Hold the Chief Constable to account for appropriate professional standards and discipline within Surrey Police:</i>		
<ul style="list-style-type: none"> Monitor trends in complaints and continue to dip sample 	Professional Standards Panel	Quarterly
<ul style="list-style-type: none"> Monitor staff morale through staff survey results 	HR Panel	February 2011
<ul style="list-style-type: none"> Monitor the Force's performance on Stop and Search 	Controlling Crime Panel	Twice yearly

<ul style="list-style-type: none"> Monitor the Force's performance against its equality schemes and against the Equality Standard 	HR Panel / Citizen Focus Panel	Twice yearly
<ul style="list-style-type: none"> Continue to monitor performance against the diversity employment targets set by the Authority 	HR Panel	Quarterly
<ul style="list-style-type: none"> Monitoring the Force's performance on Human Rights 	Professional Standards Panel	Twice yearly
<ul style="list-style-type: none"> Monitor the impact of the Taylor review in force now implemented 	Professional Standards Panel	December 2010
<ul style="list-style-type: none"> Ensure compliance with plans to make the Authority a final point of local escalation for complaints 	Professional Standards Panel	TBC
<i>Hold the Chief Constable to account for the performance of Surrey Police:</i>		
<ul style="list-style-type: none"> Set and monitor headline targets, and scrutinise the Force's performance in meeting partnership targets 	F&P Panel	Quarterly
<ul style="list-style-type: none"> Monitor delivery of key actions in the Local Policing Plan 	All panels	Throughout year
<ul style="list-style-type: none"> Scrutinise protective services performance, including at regional level 	Controlling Crime Panel	Quarterly
<ul style="list-style-type: none"> Monitor Health and Safety and Corporate Manslaughter Act 	HR Panel	Twice yearly
<ul style="list-style-type: none"> Following guidance, set up local public scrutiny meetings 	Authority	TBC
<i>Ensure there are appropriate financial and internal controls in place :</i>		
<ul style="list-style-type: none"> Ensure the accounts are prepared on time for audit and that the Assurance Statement is agreed by the Authority 	Audit Cttee	June 2010
<ul style="list-style-type: none"> Publish Summary Financial Statements 	Audit Cttee	April 2010
<ul style="list-style-type: none"> Agree Annual Audit Letter 	Audit Cttee	September 2010
<ul style="list-style-type: none"> Reviewing compliance with the Financial Regulations 	Audit Cttee	Quarterly
<ul style="list-style-type: none"> Monitor progress in discharging audit and inspection recommendations 	Audit Cttee	Quarterly

<ul style="list-style-type: none"> • Monitor the risk management arrangements and quality assurance framework 	Audit Cttee	March 2011
<ul style="list-style-type: none"> • Oversee the work of internal auditors 	Audit Cttee	Quarterly
<ul style="list-style-type: none"> • Liaise with external auditors 	Audit Cttee	Quarterly
<ul style="list-style-type: none"> • Monitor arrangements for holding assets including leases 	Audit Cttee	November 2010
<ul style="list-style-type: none"> • Attend and report back on the work of the Scrutiny Panel 	F&P Panel	Twice yearly
<i>Ensure the arrangements by which the Authority conducts its business are robust and sound:</i>		
<ul style="list-style-type: none"> • Recruit a new Chief Executive for the Police Authority 	Senior Personnel Committee (SPC)	August 2010
<ul style="list-style-type: none"> • Recruit and induct new members 	SPA	May/ Oct. 2010
<ul style="list-style-type: none"> • Monitor performance against our Single Equality Scheme 	HR Panel	April 2010
<ul style="list-style-type: none"> • Prepare for inspection 	SPA	By June 2010
<ul style="list-style-type: none"> • Maintain member charter status 	Standards Cttee	Quarterly update
<ul style="list-style-type: none"> • Set members' individual role and objectives for 2010/2011 	Chairman/ Chief Exec	June 2010
<ul style="list-style-type: none"> • Implement and evaluate the Members' 360° process 	Standards Committee	August 2010
<ul style="list-style-type: none"> • Review compliance with Hannigan requirements 	F&P panel	July 2010
<ul style="list-style-type: none"> • Develop a Memorandum of Understanding with Surrey County Council for the terms of employment of all SPA staff 	Senior Personnel Cttee	September 2010
<ul style="list-style-type: none"> • Review Business Continuity Procedures for SPA 	Chief Exec / Office Manager	Annually
<ul style="list-style-type: none"> • Training plan for Members which clearly links to the objectives in the Authority's business plan 	Standards Cttee	June 2010
<ul style="list-style-type: none"> • Inform and influence debate on future governance of policing 	SPA	As required
<ul style="list-style-type: none"> • Review the Authority's governance structure to ensure it is fit-for-purpose to oversee the new functional policing model 	Authority	May 2010