



**SURREY POLICE AUTHORITY**

**BUSINESS PLAN 2009-2012**

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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 in during the coming three years, as set out in our Local Policing Plan.

To help ensure the sustainability of policing in Surrey, the Authority is committed to embedding our three-year planning approach. Despite Government's nomination of the Authority's budget in 2007-08 which meant that we were restricted in the level of increase in the Force's budget for the next year, we are still on course to deliver our business plan. We have made good progress against our success criteria during year one and achieved the majority of our key actions. This year, we have refreshed our success criteria and whilst our strategic direction remains the same, we have focused more on core areas of Authority business.

It is the Authority's responsibility to appoint the Chief Officer team in the Force. We are pleased to have made a permanent appointment to the position of Chief Constable this year and in the coming year, we expect to recruit additional people to the Chief Officer team.

We will continue to challenge the Force to improve, scrutinising the way in which the Force does its business to ensure it remains a high performing Force. The Authority will continue to review how it carries out its business, particularly given the impending inspection of police authorities, to ensure we operate in a business-like, efficient and transparent way. This year, we welcome a significant number of new County Council members. Our work to achieve the Member Development Charter will put in place better processes to support all Members to ensure they are able to carry out their responsibilities effectively.

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**

**Sue Martin**  
**Chief Executive**

## **PURPOSE, VISION AND VALUES**

### **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, promoting equality of opportunity and working to eliminate 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 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, deals with complaints against Chief Officers and deals with complaints about the direction and control of the Chief Constable
- maintains an effective Independent Custody Visiting Scheme
- works in partnership with Surrey County Council, 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 is also fully supportive of the vision for the force:

“The vision for Surrey Police is to ensure local people are safe, feel safe, are satisfied with the quality of service they receive and have confidence in their local force”.

## **Our Values**

The Surrey Police Authority has four underpinning principles for its business. It also has a set of Standards of Conduct. These are set out below.

### **General principles underpinning the Authority’s business**

Our general principles are outlined in our Code of Corporate Governance and are summarised below:

- Accountability – to parliament, by local people and by any oversight bodies.
- Integrity – including honesty and observing confidentiality
- Openness – transparency of Authority activities to promote confidence
- Inclusivity – providing an impartial service to all

### **Standards of Conduct**

The Authority considers that there are certain values to which all Members of the Authority should subscribe, whether a Councillor or Independent Member. These are based on the Standards Board for England’s Ten General Principles of Conduct and are again in our Code of Corporate Governance. They are as follows:

- Selflessness
- Honesty and integrity
- Objectivity
- Accountability
- Openness
- Personal judgement
- Respect for others
- Duty to uphold the law
- Stewardship
- Leadership

## SUCCESS CRITERIA FOR 2009-2012

Having had a year of working with success criteria, we have focused the Authority success criteria into some key areas for 2009-2012, as follows:

1. To achieve at least a “good” grading (or equivalent) for Authority inspection (*Responsibility of SPA and Standards Committee*)
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 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 – currently at 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*) – *baseline to be set in 2009/2010*
7. To improve public trust and confidence in the Police Authority (*Responsibility of Citizen Focus Panel*) – *baseline to be set in 2009/2010*
8. To hold the Surrey Police to account against meeting its policing plan targets, including public confidence (*Responsibility of Finance and Performance Panel and Controlling Crime Panel*).

## KEY PLANS FOR 2009-2012

The key plans for 2009-2012 include many of those set out in the 2008-2011 plan, showing commitment to the 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 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
  - Agreeing with the Force the direction of the change programme to be implemented and supporting and monitoring its implementation
  - 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 Surrey Public First
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 budget 2009-2012
  - Monitoring efficiency savings against the efficiency plan
  - Ensuring that restructure of BCUs and back-office functions takes place in a controlled manner and that the benefits are realised
  - Monitoring the Force's People Strategy including retention
  - Supporting the 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 the deficiencies in the current funding formula
4. Consult with local communities to ensure their priorities are reflected in the Policing Plan set for Surrey Police by
  - Regular engagement with the public, in accordance with the Engagement Strategy and the SPA Equalities Scheme, including engaging with communities who are often excluded from consultation
5. Ensure that Surrey Police supports partners appropriately in delivering safer and stronger local communities by
  - Supporting the delivery of the Local Area Agreement, the community safety strategy, the local resilience agenda and local criminal justice strategy

- Continuing to embed neighbourhood policing and promoting neighbourhood management
  - Supporting children and young people through delivering “Every Child Matters”
  - Ensuring Members play a full role in the County’s Crime and Disorder Reduction Partnerships and, where appropriate, the Local Strategic Partnership
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 Police Authority to the 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
    - Supporting culture change
    - 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 performance on Human Rights
  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
    - Developing scrutiny in high risk areas such as counter-terrorism, public protection, serious and organised crime, including at regional level
    - Undertaking continuous improvement reviews and other appropriate methods of scrutiny in areas to be agreed with the Force
    - Monitoring the Force’s compliance with Health and Safety and the Corporate Manslaughter Act
  9. Ensure there are appropriate financial and internal controls in place by
    - Ensuring the accounts are properly prepared in a timely way for approval and for audit and that the Assurance Statement is agreed by the Authority
    - Reviewing compliance with the Standing Orders and Financial Regulations
    - Reviewing and updating the Authority’s Standing Orders and Financial Regulations, including delegations regularly

- Ensuring delegated responsibilities e.g. ill-health retirements and injury awards are administered effectively and in line with Regulations
  - Monitoring progress in discharging the recommendations of auditors and inspectors
  - Monitoring the risk management arrangements and quality assurance framework
  - Overseeing the work of internal auditors and liaising with external auditors
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 Authority's Single Equality Scheme, including training for Members and officers
  - Reviewing its own processes for neighbourhood engagement and revising the engagement strategy
  - Preparing for inspection of Police Authorities
  - Revising the Code of Member conduct to comply with any Government revisions
  - Implement the protocol for undertaking local investigations, if required
  - Working towards the Member Development Charter, with a provisional assessment date of late 2009/early 2010
  - Agreeing objectives for Members to deliver in their roles
  - Keeping the Scheme of Members' Allowances under review
  - Develop a training plan for Members which clearly links to the aims of the Authority's business plan

Progress towards these key areas will be reviewed at the end of the year.

**In summary, these Areas of Responsibility 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

## KEY ACTIONS FOR 2009/2010

The next section describes in more detail what will be done in 2009/2010 to progress towards the Authority's longer term aims.

For the financial year 2009/2010, the following key actions will be carried out

Action	Responsible Committee/ Panel	By When
<b>Leadership:</b> <ul style="list-style-type: none"> <li>• Recruit new Chief Officer Team as required, including a Deputy Chief Constable and Assistant Chief Constable (Specialist Operations)</li> </ul>	Senior Personnel Cttee (SPC)	DCC and ACC by end of July
<b>Set clear direction for Surrey Police:</b> <ul style="list-style-type: none"> <li>• Review processes for aligning budget setting and planning</li> <li>• Setting 2010/211 plan within three year plan</li> <li>• Monitor implementation of the Strategic change programme</li> <li>• Respond to any national consultation on direction of policing</li> </ul>	Finance & Performance (F&P) Panel  F& P Panel/SPA  F&P Panel  SPA	By end June 2009  End March 2010  Throughout year  As required
<b>Resourcing Surrey Police</b> <ul style="list-style-type: none"> <li>• set a budget for 2010/2011 in line with the three year budget 2009/2012</li> <li>• monitor delivery of budget set for 2009/2010</li> <li>• monitor efficiency savings against the efficiency plan</li> <li>• monitor implementation of estates strategy</li> </ul>	F& P Panel/ SPA  F & P Panel  F&P Panel  F&P Panel	February 2010  Quarterly  Quarterly  Quarterly

<ul style="list-style-type: none"> <li>• Oversee Enterprise development</li> <li>• lobby Government to address the deficiencies in the current funding formula</li> <li>• monitor retention of police officers and staff</li> </ul>	<p>F&amp;P panel</p> <p>Chairman/ Chief Exec/SPA</p> <p>HR Panel</p>	<p>Quarterly</p> <p>Throughout year</p> <p>Quarterly reports</p>
<p>Consult with local communities and deliver requirements under Equality Scheme</p> <ul style="list-style-type: none"> <li>• To conduct three Citizen Panel consultations during 2009/2010</li> <li>• Conduct Focus groups with “usually excluded” groups</li> <li>• Publish Local Policing Summaries</li> </ul>	<p>Citizen Focus Panel</p> <p>Citizen Focus Panel</p> <p>Citizen Focus Panel</p>	<p>By end of March 2010</p> <p>Results by November 2009</p> <p>June 2009</p>
<p>Working with partners:</p> <ul style="list-style-type: none"> <li>• Monitor progress against LAA targets and input to LSPs, CDRPs, SSCPb &amp; SSP</li> <li>• Members report back from CDRPs</li> <li>• Monitor delivery of neighbourhood management</li> <li>• Monitor delivery of “Every Child Matters”</li> <li>• Monitor performance of the Criminal Justice Board</li> </ul>	<p>Citizen Focus Panel</p> <p>Citizen Focus Panel</p> <p>Citizen Focus Panel</p> <p>Citizen Focus Panel</p> <p>Citizen Focus Panel</p>	<p>Twice yearly</p> <p>Every panel</p> <p>Every panel</p> <p>Every other panel</p> <p>Twice yearly</p>

<ul style="list-style-type: none"> <li>To publish a Partnership Strategy</li> </ul>	Citizen Focus panel	May 2009
<p>Improve satisfaction and confidence of local people in policing:</p> <ul style="list-style-type: none"> <li>Monitor confidence and satisfaction and improvement plans</li> <li>Attend customer service boards and report to panel</li> <li>Monitor how complaints are dealt with in Surrey Police and identify any cultural issues which need to be challenged</li> <li>Dip-sample complaints</li> <li>Recruit to maintain full numbers, train and monitor Surrey's Custody Visiting Scheme</li> <li>Reviewing the custody visitor scheme and implementing recommendations.</li> <li>Raise awareness of the Authority with the force, partners and public, including publication of annual reports</li> <li>Support the IAG</li> </ul>	<p>Citizen Focus Panel</p> <p>Citizen Focus panel</p> <p>Professional Standards Panel</p> <p>Professional Standards panel</p> <p>Citizen Focus Panel</p> <p>Citizen Focus Panel</p> <p>Citizen Focus Panel</p> <p>Citizen Focus Panel</p>	<p>Every panel</p> <p>Each board meeting</p> <p>Every panel meeting</p> <p>Throughout year</p> <p>Twice Yearly report</p> <p>Review complete by April 2009. Recs complete by end 2009.</p> <p>Throughout year</p> <p>Yearly report</p>
<p>Hold the Chief Constable to account for appropriate professional standards and discipline within Surrey Police:</p> <ul style="list-style-type: none"> <li>Monitor complaints</li> <li>Monitor staff morale through staff survey results</li> </ul>	<p>Professional Standards Panel</p> <p>HR Panel</p>	<p>Every panel meeting</p> <p>Annual report</p>

<ul style="list-style-type: none"> <li>• Monitor cultural change</li> <li>• Monitor the Force's performance on Stop and Search</li> <li>• Monitor the Force's performance against its equality schemes</li> <li>• Monitoring the Force's performance on Human Rights</li> <li>• Monitor implementation of the Taylor review in force</li> </ul>	<p>Citizen Focus/HR Panel</p> <p>Controlling Crime panel</p> <p>HR Panel</p> <p>Professional Standards Panel</p> <p>Professional Standards panel</p>	<p>Quarterly report</p> <p>Every other meeting</p> <p>Every other meeting</p> <p>Six-monthly</p> <p>Every other meeting</p>
<p>Hold the Chief Constable to account for the performance of Surrey Police:</p> <ul style="list-style-type: none"> <li>• Setting and monitoring headline targets, and scrutinising the Force's performance in meeting partnership targets</li> <li>• Monitor delivery of Key Actions in the Local Policing Plan</li> <li>• Scrutinise high risk areas including violence, acquisitive crime, counter-terrorism, public protection, serious and organised crime, including at regional level</li> <li>• Producing an action plan for scrutiny of protective services</li> <li>• Monitor delivery of Operation Shield</li> <li>• Monitor Surrey Public First</li> <li>• Monitor Health and Safety and Corporate Manslaughter Act</li> </ul>	<p>Finance &amp; Performance Panel</p> <p>Each Panel</p> <p>Controlling Crime Panel</p> <p>Controlling Crime panel</p> <p>Controlling Crime Panel</p> <p>F&amp; P Panel/ lead member</p> <p>HR Panel</p>	<p>Every meeting</p> <p>Every meeting</p> <p>Every panel meeting</p> <p>June 2009</p> <p>Every other Panel meeting</p> <p>Throughout the year</p> <p>Throughout the year</p>
<p>Ensure there are appropriate financial and internal controls in place by</p> <ul style="list-style-type: none"> <li>• Ensuring the accounts are</li> </ul>	<p>Audit Cttee</p>	<p>June 2009</p>

<p>properly prepared in a timely way for approval and for audit and that the Assurance Statement is agreed by the Authority</p> <ul style="list-style-type: none"> <li>• Publish Summary Financial Statements</li> <li>• Agree Annual Audit Letter</li> <li>• Reviewing compliance with the Financial Regulations</li> <li>• Monitor progress in discharging the recommendations of auditors and inspectors</li> <li>• Monitor the risk management arrangements and quality assurance framework</li> <li>• Oversee the work of internal auditors</li> <li>• Liaise with external auditors</li> <li>• Monitor arrangements for holding assets including leases</li> </ul>	<p>Audit Cttee</p> <p>Audit Cttee</p> <p>Audit Cttee</p> <p>Audit Cttee</p> <p>Audit Cttee</p> <p>Audit Cttee</p> <p>Audit Cttee</p> <p>Audit Cttee</p>	<p>September 2009</p> <p>September 2009</p> <p>Annually</p> <p>Update to each meeting</p> <p>Every meeting</p> <p>Every meeting</p> <p>Every meeting</p> <p>Annually</p>
<p>Ensure the arrangements by which the Authority conducts its business are robust and sound:</p> <ul style="list-style-type: none"> <li>• Recruit new members as needed, including members for misconduct hearing panels</li> <li>• Induct and train members</li> <li>• Monitor the Authority's performance against its Single Equality Scheme</li> <li>• Training for all members and staff in equality and diversity</li> <li>• Carry out a review of neighbourhood management and implement recommendations.</li> </ul>	<p>SPC/SPA</p> <p>Standards Cttee/SPA</p> <p>HR Panel</p> <p>Standards Committee</p> <p>Citizen Focus Panel</p>	<p>As required</p> <p>July 2009</p> <p>Annually</p> <p>End 2009</p> <p>Review by end May 2009, Recs by</p>

<ul style="list-style-type: none"> <li>• Prepare for inspection</li> </ul>	Standards Committee	end 2009. Awaiting inspection date
<ul style="list-style-type: none"> <li>• Revise the Code of Member conduct to comply with any Government revisions</li> </ul>	Standards Committee	As required
<ul style="list-style-type: none"> <li>• Work towards the Member Charter in preparation for assessment in late 2009/early 2010</li> </ul>	Standards Committee	Throughout year
<ul style="list-style-type: none"> <li>• Set member individual role and objectives for 2009/2010</li> </ul>	Chairman/ Chief Exec	By July 2009
<ul style="list-style-type: none"> <li>• Review compliance with Hannigan</li> </ul>	Chief Exec	July 2009
<ul style="list-style-type: none"> <li>• Develop SLA with SCC for SPA staff</li> </ul>	Chief Exec/SPC	May 2009
<ul style="list-style-type: none"> <li>• Review Business Continuity Procedures</li> </ul>	Chief Exec	Twice yearly
<ul style="list-style-type: none"> <li>• Produce a performance management guide for members</li> </ul>	Senior Policy Officer (External)	June 2009
<ul style="list-style-type: none"> <li>• Develop a training plan for Members which clearly links to the objectives in the Authority's business plan</li> </ul>	Senior Policy Officer (Internal)	June 2009