

To: Surrey Police Authority
Date: 3rd November 2011
By: Alison Bolton, Chief Executive
Title: Update on Surrey Police Authority's Business Plan 2011-2012

Purpose of Report/Issue:

To provide an update on the progress against the current SPA business plan.

Recommendation(s) -

That Members note the update.

Summary

Surrey Police Authority publishes a business plan each year, covering the next three years. The current 2011/12 plan was agreed by the Police Authority in March 2011. The plan includes the SPA vision and values followed by a set of measurable success criteria, key plans for the next three years and specific actions for 2011-2012. This update provides progress against the success criteria and against the specific actions for this year.

Equalities/Human Rights Implications – No specific implications

Risk- None arising

Background papers - SPA Business Plan 2011-2012

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SPA Business Plan 2011/2012 – Progress Update as at October 2011

Success Criteria for 2011/2012 Progress:

1. To set 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*) – **balanced budget developed for 2011/2012. Process started for 2012-2013.**
2. To develop plans for meeting budget cuts whilst maintaining performance and work with Surrey Police in achieving a grade of “good” or equivalent in the HMIC Valuing the Police inspection (*Responsibility of SPA and Finance and Performance Panel*). **The inspection reports didn’t provide grades for forces. However, the report was for Surrey was positive particularly around planning and force performance remains good.**
3. To engage at least 2,000 members of the Surrey public (including young people) and partners each year on policing issues (including transition plans) through consultation and focus groups (*Responsibility of Citizen Focus Panel*). **The Citizen Panel of 3,000 people has just been sent the priorities survey to inform the 2012-2013 policing plan.**
4. To hold Surrey Police to account against meeting its Policing Plan targets, including public confidence (*Responsibility of Finance and Performance Panel, Citizen Focus Panel and Controlling Crime Panel*). **Policing plan targets regularly scrutinised and are mostly being achieved.**
5. To oversee the delivery of the Operational Policing Review and support required changes to the police estate, staffing changes and reorganisations. (*Responsibility of SPA and Finance and Performance Panel*). **OPR regularly scrutinised with change programme at F&P panel.**
6. To maintain high levels of Police Authority performance by achieving the key actions set out in the Plan. (*Responsibility of SPA, all panels and Members and the Chief Executive*) – **see action plan**
7. To ensure a smooth transition to any new governance structure (*Responsibility of SPA and the Chief Executive*). **Royal Assent given on 15/09/2011. Work with Force/partners underway, transition plan developed. Still awaiting guidance/secondary legislation.**
8. To communicate effectively with the Force, partners, public and media on plans for future policing governance (*Responsibility of SPA and the Chief Executive*). **A communications plan has been developed. A partnership conference planned. Two workshops have been held with the force and various partnership meetings and updates with CSPs, SSCPb, leaders group and election officers.**

ACTIONS FOR 2011/2012

This section describes in more detail what will be done in the next 14 months (April 2011 to May 2012). These actions are reflected in the work plan for the appropriate panel or committee.

Action	Responsibility of	When	Progress September 2011
<i>Ensure strong leadership in Surrey Police</i>			
<ul style="list-style-type: none"> Ensure Surrey makes the best possible senior appointments for an efficient and effective top team 	Senior Personnel Committee	As required	No action required to date.
<i>Set clear direction for Surrey Police:</i>			
<ul style="list-style-type: none"> Setting 2012-2013 Local Policing Plan within a three year strategy, to include clear targets 	Surrey Police Authority (SPA) / Finance and Performance panel	March 2012	Timetable developed. Sub-group planned. Consultation with public and partners started.
<ul style="list-style-type: none"> Monitor implementation and budget savings arising from the Operational Policing Review and other change programmes 	F&P Panel	At each panel meeting	Regularly monitored at each F&P panel.
<i>Resourcing Surrey Police:</i>			
<ul style="list-style-type: none"> Set a budget for 2012-2015 in line with the three-year strategy 	SPA and F&P Panel	February 2012	Timetable for budget developed and budget sub-group planned in.
<ul style="list-style-type: none"> Monitor delivery of budget for 2011/2012 	F & P Panel	Every meeting.	At every F&P panel
<ul style="list-style-type: none"> Monitor efficiency savings against the efficiency plan and the Value for Money Statement 	F&P Panel	Annual report	Annual update received
<ul style="list-style-type: none"> Monitor the Estates Strategy 	F&P Panel	Every other meeting	Report received by F&P.

<ul style="list-style-type: none"> Oversee SIREN project 	F&P Panel	Every meeting	Enterprise monitored at every meeting. Due to concerns also discussed at workshop in June. SPA represented at Project Board
<ul style="list-style-type: none"> Ensure effective governance of collaboration projects and develop collaboration with Sussex and others 	SPA	SE Oversight Board, Collaboration Board, Sussex bi-lateral and twice-yearly reports	Regular updates received on collaboration and involvement on boards.
<ul style="list-style-type: none"> Monitor officer/staff retention 	HR panel	Every meeting	Regularly monitored
<i>Consult with local communities:</i>			
<ul style="list-style-type: none"> Conduct at least two Citizens Panel consultations during 2011/2012 and provide feedback 	Citizen Focus Panel	By end of April 2012	Priorities survey sent out in September.

<i>Working with and supporting partners:</i>			
<ul style="list-style-type: none"> Members to report from CSPs 	Citizen Focus Panel	Quarterly	Patchy reporting. SH has attended all CSPs in autumn period
<ul style="list-style-type: none"> Monitor delivery of neighbourhood management 	Citizen Focus Panel	Quarterly	Regular updates to CF panel on Neighbourhood teams and streams of work. SPA's Strategy being reviewed.
<ul style="list-style-type: none"> Monitor "Every Child Matters" 	Citizen Focus Panel	Twice yearly	Updates to CF panel and SH has reviewed SPA responsibilities.

<i>Working with and supporting partners:</i>			
<ul style="list-style-type: none"> Monitor performance of the Criminal Justice Board 	Controlling Crime Panel	Twice yearly	Reports received by Controlling Crime panel.
<ul style="list-style-type: none"> Update on implementation of the Partnership Strategy 	Citizen Focus Panel	Twice yearly	Regular updates to CF panel on partnership matters. New strategy being written for November Panel
<ul style="list-style-type: none"> Oversee Surrey Police support and resources for the Olympics 	Controlling Crime Panel	Twice yearly	Regular reports to Panel and workshops

<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	Regularly monitored at every CF panel
<ul style="list-style-type: none"> Monitor police complaints and identify any cultural issues 	Professional Standards Panel	Quarterly	Regularly monitored
<ul style="list-style-type: none"> Recruit to maintain full numbers, train and monitor Surrey's Custody Visiting Scheme 	Professional Standards Panel	Annually	At full strength and trained
<ul style="list-style-type: none"> Raise awareness of the Authority with Force, partners and public 	Citizen Focus Panel	On-going	Comms actions on-going.
<ul style="list-style-type: none"> Support the IAG 	Citizen Focus Panel	On-going	Regular member and officer attendance at IAG. Currently recruiting new members

<i>Hold the Chief Constable to account for professional standards and discipline:</i>			
<ul style="list-style-type: none"> Monitor trends in complaints and continue to dip sample 	Professional Standards Panel	Quarterly	Regularly monitored
<ul style="list-style-type: none"> Monitor staff morale through staff survey results 	HR Panel	Twice yearly	Regularly monitored
<ul style="list-style-type: none"> Monitor the Force's performance on Stop and Search 	Controlling Crime Panel	Twice yearly	Regularly monitored
<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	Regularly monitored, SPA attend Diversity Programme Board
<ul style="list-style-type: none"> Monitor performance against diversity employment targets 	HR Panel	Quarterly	Regularly monitored
<ul style="list-style-type: none"> Monitoring the Force's performance on Human Rights 	Professional Standards Panel	Twice yearly	Regularly monitored

<i>Hold the Chief Constable to account for the performance of Surrey Police:</i>			
<ul style="list-style-type: none"> Monitor delivery of key actions in the Local Policing Plan 	All panels	Throughout year	LPP actions all translated into panel work plans.
<ul style="list-style-type: none"> Scrutinise protective services, including at regional level 	Controlling Crime Panel	Quarterly	Regularly monitored

<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 the Assurance Statement is agreed 	Audit Cttee	June 2011	Completed.
<ul style="list-style-type: none"> Monitor progress in discharging audit/inspection recommendations 	Audit Cttee	Quarterly	Regularly monitored

<i>Ensure there are appropriate financial and internal controls in place:</i>			
<ul style="list-style-type: none"> Monitor the risk management arrangements and quality assurance framework 	Audit Cttee	March 2011	Regularly monitored
<ul style="list-style-type: none"> Oversee the work of internal and external auditors 	Audit Cttee	Quarterly	Regularly monitored
<ul style="list-style-type: none"> Monitor arrangements for holding assets including leases 	Audit Cttee	November 2011	
<ul style="list-style-type: none"> Attend and report back on the work of the Scrutiny Panel 	F&P Panel	Twice yearly	Twice yearly reports
<ul style="list-style-type: none"> Ensure high standards of data quality 	F&P Panel	Twice yearly	Report on DQ received.

<i>Ensure the arrangements by which the Authority conducts its business are robust and sound:</i>			
<ul style="list-style-type: none"> Monitor performance against our Equality Scheme 	HR Panel	April 2011	
<ul style="list-style-type: none"> Review Business Continuity Procedures for SPA 	Chief Exec / Office Manager	Annually	Reviewed on an annual basis
<ul style="list-style-type: none"> Training plan for Members which links to the business plan but recognises SPA's uncertain future 	Standards Cttee	June 2011	Completed

<i>Develop Transitional Arrangements for changes to Police Governance:</i>			
<ul style="list-style-type: none"> Continue to inform and influence debate on future governance of policing 	SPA	As required	Officers and members are involved in national meetings. Responses written to any consultation.
<ul style="list-style-type: none"> Develop and implement transition plan 	SPA/ Chief Executive	Developed by August 2011, implemented by November 2012	Plan developed and being implemented. On track.
<ul style="list-style-type: none"> Communicate plans and changes to police force, media and public 	Chief Executive	By Nov 2012	Comms plan developed and implementation started
<ul style="list-style-type: none"> Input into development of any national structures 	SPA/ Chief Executive	By Nov 2012	Attending national meetings.
<ul style="list-style-type: none"> Provide briefings, as appropriate, to potential Commissioners and Police and Crime Panel Members 	Chief Executive	By Nov 2012	Briefing process developed.
<ul style="list-style-type: none"> Ensure continued good working relationships with Surrey Police 	Chairman and Chief Executive	By Nov 2012	Joint transition board set up.

Other Activity in 2011

It is important to note that this business plan was developed and agreed in March 2011. There has been a great deal of change since that date including the Police Reform Act being passed, increasing budgetary pressures and increased collaboration and joint working between forces. A great deal of further work has been carried out by the Authority that is not reflected in the above table. A summary of some of this extra activity is as follows:

- Increased collaboration oversight including for the joint commands and work on the national air support service
- Work on Business Partnering in Policing in particular in shaping the business case for members
- Further transitional work above that planned, including setting up partnership conference and working with partners on elections, police and crime panels and other planning.
- Officer and staff involvement in force Gold Groups
- Changes to SPA staffing involving recruitment and revision to job descriptions
- HR panel work on the force dress codes

2012/2013 Business Plan

In March the Authority will develop and agree the 2012 Business Plan (to November 2012). This will be a difficult plan to develop with a need to reflect business as usual, the statutory functions required of a police authority, governance in times of austerity and transitional arrangements required for Commissioners coming into place in November 2012.