



Planning and Performance Management Update

The purpose of this paper is to (i) provide the Commissioner and Chief Constable with an update on the establishment of a joint planning board and (ii) outline the proposed framework for managing performance and holding the Chief Constable to account. It builds on discussions from meetings held between the Deputy Commissioner, Assistant Commissioner and Deputy Chief Constable.

Performance Management

The proposed framework is as follows:

1. That a monthly performance review meeting (Joint Performance Management Group) will be held seven to ten days before each Commissioner's Strategic Board.
2. The following will attend this performance review meeting:
 - *Commissioner's Team*
 - Ms Howe Deputy Commissioner
 - Mr Francis Assistant Commissioner
 - Mr Brace Planning and Performance Manager
 - Partnership Analyst / Co-ordinator (once appointed)
 - *Chief Constables Team*
 - Mr Jukes Deputy Chief Constable
 - Mr Kirby Assistant Chief Constable Territorial Policing
 - C/Supt Jones Performance
 - Mr Davis Chief Statistician
 - Mr Cogbill Assistant Director
3. The purpose of this meeting will be to:
 - Review force performance targets and trends in line with the outcomes in the Police and Crime Reduction Plan
 - To highlight areas of concern for escalation to the Commissioner's Strategic Board
 - To review outcomes and measures to ensure they remain fit for purpose



- To recommend topics for a rolling programme of thematic in-depth reviews for detailed discussion at Commissioner's Strategic Board
 - To consider the thematic findings and to test the rigour of same prior to referral to the Commissioner's Strategic Board.
4. The Commissioner's Strategic Board will at every meeting be provided with a Compstat style high level overview presentation by the Chief Constables team on a Red, Amber and Green basis.
5. Additionally, every Commissioner's Strategic Board will be provided with a thematic type presentation by the Chief Constable's team at a drill down level on areas of strategic importance to delivery of the outcomes in the Police and Crime Reduction Plan.
6. The themes over the next few months are suggested as:
- Domestic violence
 - Youth offending (both under and over 18)
 - Response to anti-social behaviour
 - Victim satisfaction
 - Older people
 - Hate crime
7. This approach will importantly provide the connection to the planning cycle. The calendar of thematic reporting will give the Commissioner the opportunity to scrutinise critical areas of the delivery of the Police and Crime Reduction Plan. Onwards this will provide the Commissioner with the basis to satisfy the public and the Police and Crime Panel on the force's response and his oversight.
8. It is proposed that the choice of themes could also be informed via the force Compstat meetings, where BCU Commanders and Heads of Service will be asked to identify any areas of concern or barriers to delivery from a partnership viewpoint that could subsequently be followed through with partners by the Commissioner and his team.



9. Additional topics for thematic review will be added to the programme as directed by the Commissioner and Chief Constable, for example following a significant event or in response to widespread public concern.

10. In summary the monthly reporting cycle is proposed as follows:

- Force Compstat
- Compstat de brief (Commissioner represented by Mr Brace)
- Preparation of Chief Constable's Gold products
- Briefing – Mr Brace, C/Supt Jones, Mr Davis
- Joint Performance Management Group
- Finalisation of Chief Constable's Gold products
- Chief Constable's Gold
- Finalise Commissioner's Strategic Board high level presentation and themed area.
- Commissioner's Strategic Board

Planning

The Joint Planning Board will oversee the planning process and ensure alignment between planning activity, the Police and crime Reduction Plan, the Medium Term Financial Plan and the impact of the Strategic Policing Requirement. A proposed terms of reference for the Board is set out at appendix 1 for approval.

The inaugural meeting of the Board was held on 5th July, with discussions focussing on the need to identify both current activity and future work programmes that would support the delivery of the priorities within the Police and Crime Reduction Plan. It was identified that there was also a need to move away from the annualised approach to planning in order to reflect the timescales of the Police and Crime Plan and the planning processes of partners.

Several further meetings have been held, with lengthy discussion focusing on the need to achieve the correct balance between establishing an effective mechanism for recording ways in which future improvement activity is identified and monitored, whilst at the same time recognising the strength of existing Force arrangements and the need to avoid de-

COMMISSIONER'S STRATEGIC BOARD

2ND AUGUST 2013



stabilising or threatening the current good momentum. The focus has also been on achieving the right balance of activity in each of the four years covered by the current plan.

As a result a “roadmap” template is now being developed to provide a better understanding of activity and timescales in each priority area from both the force and Commissioner’s perspective, and provide a longer-term approach to planning. The template also includes references to Single Integrated Plans, other partnership activity, such as Equality Plans, consultation and engagement programmes and the academic work programme, to enable more effective and better focussed planning activity.

Discussion has identified the need for this information to be represented in matrix form, to give a clear strategic view which will be accessible and understandable to the public and Police and Crime Panel, and show how the Commissioner is implementing his priorities. This matrix will be presented to the September Commissioner’s Strategic Board meeting. Initially, it will be populated mainly with the activity being/to be undertaken by the Force and the Commissioner’s Team. It will include some limited detail showing some partner’s activity and this will be expanded in the coming 2/3 months.

The presentation will take account (a) of the “Policing priorities, Partnership priorities and Development priorities” split proposed for the next plan and (b) the need to identify action needs in relation to the Criminal Justice System generally.

Recommendations:

- The Strategic Board note and approve the ongoing developments with regard to performance management and planning process
- The Terms of Reference for the Joint Planning Board are approved

Dave Francis
Assistant Police and Crime Commissioner

Matt Jukes
Temporary Deputy Chief Constable