

POLICE AND CRIME PANEL
6th March 2014

MONITORING OF CONSTABULARY PERFORMANCE

Purpose of Report

1. To set out how I monitor the performance of the Constabulary.

Structures

2. There are three main structures in place that provide me with an opportunity to monitor the performance of the Constabulary. These are:
 - Commissioner's Monitoring Board (CMB)
 - Strategic Improvement Board (SIB)
 - Informal performance monitoring meetings

Commissioner's Monitoring Board

3. CMB takes place on a fortnightly basis and is attended by myself, the Chief Executive, the Chief Constable and his Chief Officer team.
4. The main forum for discussion on the performance of the Constabulary is SIB, but CMB provides an additional arena to consider areas of concern.
5. CMB also considers financial performance on a monthly basis with a report from the Chief Finance Officer as well as HMIC reports and the Constabulary's response to these.

Strategic Improvement Board

6. The SIB is a Force Board chaired by the Deputy Chief Constable and meets on a monthly basis. A copy of the terms of reference of the Board are attached.
7. The SIB considers how the Force is performing against the Chief Constable's Delivery Plan, the Force risk register, and reviews HMIC inspections.
8. The Force database (Quick View Performance (QVP)) and information provided by iQuanta are used as a basis for a presentation by the Head of Business Improvement. These are the same tools used for reviewing performance in the informal performance monitoring meetings (please see below for more information).
9. The meeting is attended by either myself or the Chief Executive in my absence.

Informal Performance Monitoring Meetings

10. These take place on a weekly basis between myself and the Chief Executive. The Head of Business Improvement attends alternate meetings.
11. I have access to the main database used by the Force to monitor performance (QVP) which allows for identification of trends and patterns. The database provides information on actual numbers against agreed thresholds. As and when required, I obtain additional reports from the Performance Team.
12. Data on performance is provided at sector level for year to date, a rolling 25 week period, a rolling 5 week period, and the previous week.
13. The latest information provided by iQuanta is considered in relation to QVP by me and my team.
14. The Chief Constable is appropriately challenged following consideration of the latest information.

Recommendation

15. To note the update provided.

Angus Macpherson
Police and Crime Commissioner

TERMS OF REFERENCE

STRATEGIC IMPROVEMENT BOARD

AIMS	<ul style="list-style-type: none"> • To provide strategic oversight and direction of all improvement activities conducted by the Force including Performance, Risk, Improvement Plans and progress against the Force Delivery Plan • Understand the links between these factors and monitor progress from existing improvement plans • To ensure the Force is fully prepared for future HMIC inspections and the HMIC annual business plan
OBJECTIVES	<ul style="list-style-type: none"> • To review, approve and monitor the Corporate Risk Register • To ensure the Force is effectively delivering against the Delivery Plan • To agree improvement actions and assign owners for their completion • To review HMIC inspections, set direction for improvement plans, and ensure preparedness for future inspections through establishing working groups • Effectively feed required information back to SCT on a regular basis
ORGANISATIONAL CONTEXT	<p>Wiltshire Police has a strong performance framework in place which is well established through the Senior Command Team and locally through Weekly Management Meetings. At the start of 2012/13, a new improvement framework was put in place which not only assesses performance trends, but includes survey results, financial progress, assessments on risk, AFI's and continuous improvement reviews. This is in line with the Chief's mission of providing the best quality of service.</p> <p>It was identified through the first quarter of the year that it was a challenge to effectively manage this through SCT due to time constraints. In addition to this, a review of corporate governance which took place in August 2013 identified that although local activity is strong, governance and corporate memory of improvement activity is poor. This is important not only to evidence to the HMIC that we are an organisation that wants to improve, but also in times of major transformation and austerity.</p>
STANDING AGENDA	<ul style="list-style-type: none"> • Review of Actions / Matters Arising • Performance overview • Corporate Risk Register • Delivery plan • HMIC inspection update/preparedness • Improvement plans
LINKS TO FORCE	If required, updates are provided through SCT on content discussed at SIB.
OPERATING ENVIRONMENT	<p><i>Requirement for an effective meeting:</i> Full attendance (deputy sent if primary attendance is not possible) Engagement</p>
ATTENDANCE	DCC (Chair) (Vice Chair) SCT <i>or representatives</i> Business Leads for key areas of improvement (identified through HMIC inspections) Business Improvement representatives

FREQUENCY	Monthly
SUPPORT	The compilation of papers and the production of action-point minutes will be coordinated by the Staff Officer and PA to the DCC
GPMS	All papers will be subject of a PROTECT protective marking