



## Appendix 3: Commissioner's approach to monitoring and reporting Plan delivery

### 1 Background on Police and Crime Plan

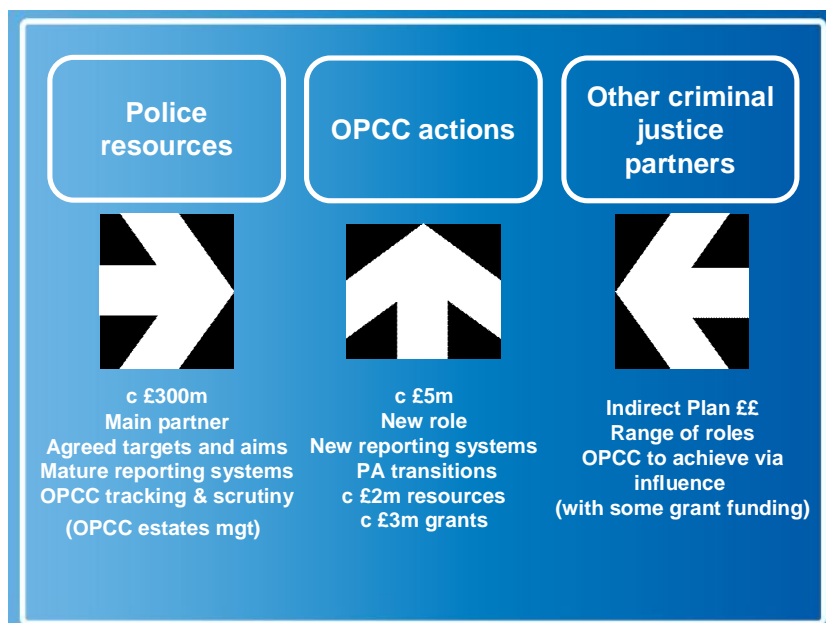
1.1 The Plan is in a number of parts, each at a different stage of delivery, monitoring and scrutiny, given the transition from the Police Authority to the wider remit and responsibilities of the OPCC. This reflects the national innovation in establishing Police and Crime Commissioners

1.2 The Plan sets new directions for:

- Police (c £300k budget);
- OPCC (c£2k budget, plus c£3k commissioning);
- Wider partners (potential to influence but limited direct budget).

1.3 The two diagrams below show the broad direction of the OPCC and funding relationships with its partners.





## 2 Developing the Plan and its refresh for 2014-2017

2.1 The Plan is developed through continuous consultation, leading to a refresh from April 2014. For example via:

- Commissioner's regular public engagement
- Website, media and public engagement (e.g. budget precept consultation & survey)
- Deputy and Assistant Commissioner and Head of Commissioning consultation with local communities and partners on priorities and needs
- Youth Commission perspective (6-months of feedback from 2,000 young people)
- Range of engagement with the Police.

## 3 Police monitoring and scrutiny

3.1 Hampshire Constabulary is the main Plan partner, with agreed targets and aims for c£300m expenditure. It has a mature reporting system that OPCC tracks and scrutinises. [Performance information is available on the Constabulary website.](#)

3.2 OPCC's main focus is on achieving Plan aims but with reduced budget:

- Hampshire Constabulary Operational Change programme
- Financial and budgetary review
- Estates: police presence, related to technology, and managed by OPCC staff (Estates Strategy Delivery Director).

3.3 Hampshire Constabulary report on OPCC priorities through performance indicators and to OPCC via a cascade of meetings at various levels. Regular 121s, for example, with Chief Constable, Deputy, finance teams, thematic and performance leads. OPCC also engages with the Force

Change Board and other improvement and efficiency groups run by the Constabulary. OPCC holds public scrutiny via its COMPASS forum – video meetings between Commissioner and Chief Constable. OPCC gains insight from HMIC and internal audit, holding regular meetings with each – and from partner liaison and oversight and involvement in police complaints.

3.4 Next steps with the Police include: co-working to streamline and develop monitoring and scrutiny processes, including:

- Better alignment of HMIC, OPCC, internal audit and the Constabulary's own reviews
- Negotiating objectives and targets for 2014/15 onwards
- Reporting with impact
- Clear public reporting.

#### 4 Commissioner's own objectives (objectives for OPCC)

4.1 The Commissioner set a number of objectives for his own office (OPCC) 2013/14. These have been tracked and reported to the Police and Crime Panel, and are discussed at regular internal management meetings.

4.2 These Police & Crime Plan objectives have a range of aims:

- **Problem exploration and understanding** (for example, the Commissioning strategy launched on 13 Jan 2014 stems from needs analysis and partner consultation, building on the public consultation on the Plan priorities that frame it).
- **Influencing by engaging directly with partners** (for example, the Commissioner's personal focus on Health and Well-Being Boards, to help make better use of Police time with detainees needing mental health support).
- **Awareness raising**: through media and public speaking, as well as work with partners
- **Influencing others by listening to young people** (Youth Commission on Police and Crime, supported by SHM Foundation, as part of a national pilot)
- **Bringing people together to explore need and implement solutions** (for example, forums to bring victim and witness representatives together with a range of agencies; and OPCC's plans for conferences (to achieve similar aims) on restorative justice and domestic abuse.
- **Funding (or part-funding) pilots projects**: to develop evidence for 'what works' (e.g. Protecting People and Places Fund)
- **Scrutiny and review of Hampshire Constabulary** (see 1.5 – 1.8 above)

4.3 These activities support the OPCC's use of resources. A range of actions have been reported to the Police and Crime Panel. Next steps are to prioritise workstreams, using programme and project management.

## 5 Partners

- 5.1 OPCC's approach to its wide range of partners is more complex, and involves two main approaches: direct funding and other influence.
- 5.2 **Direct Funding:** the Commissioner has released 3 tranches of Protecting People and Places Fund monies in 2013/14, with a 4th being allocated January 2014. And his Commissioning Plan launched on 13 January outlines 8 areas of priority need, with a budget of over £2million. The aim is to better target existing and new funding streams on Police and Crime Plan priorities.
- 5.3 **Other influence:** the Commissioning Plan launched on 13 January also clarifies expectations and priorities for partners that the Commissioner has no direct influence over. This represents approximately 95% of local expenditure on victims, witnesses, community safety and the prevention and reduction of offending and reoffending.

## 6 Organisational enablers that support Plan delivery

- 6.1 These are being developed; including programme, project, risk and line management.