

## ANNEX B – GOVERNANCE UPDATE AND FORWARD LOOK

This annex, developed for the November meeting of the Hertfordshire Police and Crime Panel, provides a strategic and financial forward look as well as information on Governance arrangements and the management of complaints.

### Forward Look

This document looks back at progress over the first six months of the Police and Crime Plan. However, it is also appropriate at this point to look ahead to the next six months and beyond. Over the winter months, I will be laying out my forward plans for policing and crime, as well as setting a budget. With this in mind I will also be refreshing but not overhauling my Police and Crime Plan in the Spring. These matters will be presented in greater detail to the January meeting of the Police and Crime Panel.

The Chief Constable and I are working together to address the medium-term financial challenge facing Hertfordshire in order to address our shared desire to protect frontline policing. We currently spend some £198m per annum, and it is projected that by 2018 it will be necessary to have made real terms savings of some 15% or approximately £30m. These figures reflect our best estimate of the future level of grant funding, the impact of additional spending pressures and will be updated over the current months. The figures also assume the proportionate use of reserves and that the Band D council tax is held at the current level.

Over the last 12 months we have made good progress in addressing the financial challenge. Alongside delivering strong overall policing performance in the first half of 2014/15 we have implemented £6.8m of budget savings and are taking forward further efficiencies in the current year enabling us to build up reserves to support the budget over the medium-term and crucially to achieve the required level of budget savings in 2014/15.

Work on developing the make-up of budget savings and investment areas is well progressed and detailed proposals will be presented in the New Year. Looking beyond the next financial year, the Chief Constable and I are working together to review and build on the effectiveness of the current local policing mode (which provides a local response, investigative and safer neighbourhood capability in each of the ten districts and boroughs of the county). Over the coming months I will set out proposals as to how the efficiency of the force can be increased and proposals to increase the policing precept so that it is possible to maintain Hertfordshire's distinct, dedicated local policing capability in each of the ten districts.

### Governance Update

Having worked within, and tested, our new governance arrangements for a year, I can report that the two decision taking boards that advise and steer my work and that of the Constabulary, as well as our joint Audit Committee are now well established. Recent changes giving a more structured agenda to these Boards is strengthening my ability to scrutinise the Constabulary's performance and is designed to ensure timely presentation of issues for development and decision as well as a formal and regular review of such issues as risk, performance, financial position, community concerns and complaints.

The Chief Constable and I are keen to ensure we maximise our operational and organisational efficiency and effectiveness and want to ensure all our audit, review and inspection activity is fully co-ordinated and responsive to our fast-changing circumstances, particularly in relation to the significant organisational decisions and resourcing challenges that we face. In support of this, we have asked the Chair of our Joint Audit Committee to play a wider role, initially on a pilot basis, providing greater oversight of audit activity and co-ordinating advice on emerging issues in day-to-day business.

## Complaints

I have responsibility for dealing with any complaint against the Chief Constable. All complaints against other officers and staff are dealt with by the Constabulary, (through the Professional Standards Department or by local resolution) and I have a responsibility to monitor those complaints. Members of the public can contact my office or the Constabulary to raise their concerns and we ensure that the complaint takes the appropriate route to be dealt with as the law requires. Around 13% of all formal complaints recorded by the Constabulary in the early months of this year were received via my office and volumes are increasing as the public becomes more aware of my role.

My monitoring of complaints takes different forms. I receive regular analytical reports from the Joint Professional Standards Department which give me an overview of the numbers, types, times to resolution and outcomes of complaints, together with any identified trends. When issues raised with me are of specific interest or of a serious nature, my office monitors the progress and outcome of the complaint as it is handled by the Professional Standards Department. I cannot get involved in the investigation or the appeals process for any individual complaint, however, if potential issues emerge about the policing service being delivered, I follow this up with the Chief Constable and in some cases commission additional assurance work. A discussion on complaints is now a standing item on my Strategic Executive Board agenda. Using Home Office categories, the allegations against officers most frequently made include:

- Other neglect or failure in duty – *(for example, lack of diligence, failure to update)*
- Incivility, impoliteness and intolerance
- Oppressive conduct or harassment - *(for example, unjustified questioning, persistent police presence)*
- Other assault – *(typically assaults with minor or no injury)*
- Breach Code C PACE – Detention

Professional Standards report that the first four of these are in line with the annual national trend as reported by the IPCC. The last category has seen a rise in Hertfordshire and they are currently exploring if this is an emerging trend requiring further work.

We have been reviewing the way we handle complaints both in my office and in the way we liaise with the Constabulary. Areas have been identified in which we can improve the service to the members of the public who contact me, and in the effectiveness of scrutiny including the monitoring of lessons learnt, and work continues to implement these improvements.