



Surrey & Sussex
Policing Together

Policing In Your Neighbourhood

Post Implementation Review

Executive Summary

1.1 PIYN set about to introduce a new operating model to Surrey Police. Enhancing a geographic policing structure whilst retaining command at a divisional level to ensure a 24 / 7 capability by dedicating resources to each of the 11 boroughs / districts.

1.2 This has been delivered following 18 months of planning and begins the journey towards omni-competent policing. A style of policing that will prepare the force for the future but one that is recognised will take up to 10 years to fully develop. PIYN has been delivered upon the basis of 6 distinct principles and associated project outcomes. Both of which are listed below.

1.3 The 6 principles:

- i. Geographic policing model with geographic line management and command.
- ii. Local services delivered through engaged and visible local policing teams unless there are clear performance, cost or effectiveness benefits to deliver a service centrally.
- iii. Opportunities offered through volunteer support will be explored where this presents scope to reduce demand or improve performance.
- iv. In all cases Authorised Professional Practice (APP) where available will be adhered to unless there is an agreed and justifiable reason not to.
- v. Evidence based policing research and practice will be used where they are



Surrey & Sussex
Policing Together

demonstrated to be cost effective and consistent with these design principles.

- vi. An acknowledgement that in order to effectively manage risk and demand some areas of the business will need to grow, which will require increased financial savings elsewhere.

1.4 The project outcomes:

- Deliver the best possible service to the Surrey public within available budget.
- Maintain public confidence in Surrey Police to build capacity in communities to create and maintain safe environments.
- Understand and effectively manage demand, risk and protect the vulnerable.
- Ensure clear accountability of the ownership of risk, performance and demand.
- Meet the Strategic Policing Requirement (SPR), statutory duties and related responsibilities of the organisation.

1.5 The scope of PIYN incorporated the following teams and had a baseline budget at the start of the project of £76M with a savings target of £8.3M.

1.6 Teams in PIYN scope:

- | | |
|-----------------------------------|---|
| • Targeted Patrol Team | • Local Criminal Investigation Department |
| • Safeguarding Investigation Unit | • Safer Neighbourhood Teams |
| • Local Proactive Team | • Event Assessment Unit |



Surrey & Sussex
Policing Together

1.7 The PIYN project committed to reviewing the progress of the design and implementation and this report details the analysis and research that has taken place to enable this. Throughout the report several key findings and recommendations are made and these are highlighted below.

1.8 Key findings:

- Deployable resources against establishment increased month on month from 82.8% in April 2016 to 86.4% in June 2016. As at September 2016 the rate was 84.5%.
- A proportion of focus group feedback recognises that the structure introduced under PIYN places the Force in a stronger position for the future, with the benefit of officers becoming more effective through omni-competence and the associated development of skills that this delivers. It is however dependent upon the availability of adequate numbers of deployable officers.
- Whilst it is too early to conclude that the demand reduction outcomes have been achieved, all indications are the direction of travel is consistent with the objectives being achieved.
- The indications are that the aspiration of achieving a 17% reduction of occurrences allocated for investigation will be met over a 12 month period.
- The calculated workload with deployable APT officers is consistent with model projections. However, the current position shows that workloads are higher than expected due to NICHE housekeeping and the impact of certain crime types.
- Some legacy issues relating to organisational culture are disempowering. It is important that the Force recognises the need to empower officers / staff and provide them with the necessary skills and opportunities to develop.



Surrey & Sussex
Policing Together

1.9 From the analysis and findings of this report it has enabled the review to make 31 recommendations to further develop the benefits of PIYN.

1.10 These recommendations can be summarised thematically as follows:

Resourcing – Increasing % of deployable assets

- **Recommendation 1:** To review the recruitment and retention of probationer Constables to minimise the attrition rate.
- **Recommendation 2:** To review the scope of those undertaking the Duty Officer role to ensure sufficient resources to effectively discharge the role requirements.
- **Recommendation 3:** To review resources and consider realigning with officer numbers and with consideration to the Deloitte Public Protection review. To undertake a review of resources annually.
- **Recommendation 14:** To re-run the demand analysis after PIYN has been operating for a year and then annually thereafter.
- **Recommendation 30:** To develop a strategy to reduce the number of Rest Days owed across the Force without adversely impacting on service delivery.
- **Recommendation 31:** To commission an independent review of the PIYN operating model to be produced 18 months after the launch (October 2017).

Effective problem solving and recording

- **Recommendation 12:** To adopt the PIYN Problem Solving Guide as Force procedure, supported by Continuous Professional Development and future compliance checks.



Surrey & Sussex
Policing Together

- **Recommendation 13:** To review the recording of chronic and repeat demand, including 'Neighbourhood Issues', on NICHE to ensure a consistent approach in line with PIYN principles.

Demand management – Command and Control

- **Recommendation 4:** To assess the effectiveness of the current APT shift pattern, encompassing the formalisation of push / pull shifts.
- **Recommendation 5:** To review opportunities to further reduce unnecessary deployments to specified incidents.
- **Recommendation 6:** To ensure that there is an effective process in place to monitor the central management of Grade 3 incidents.
- **Recommendation 7:** To improve the accuracy rate of allocating occurrences for further investigation, ensuring the right department has ownership.
- **Recommendation 8:** To review the language and terminology that is used when speaking to members of the public to ensure expectations are realistically set.
- **Recommendation 15:** To assess why the average attendance times for Grade 2 incidents has increased.
- **Recommendation 16:** To review the allocation of crime to ensure that the relevant crime type matches the team capability, including the Force approach to the investigation of Fraud. This will ensure that volume and serious and complex crime are allocated appropriately unless specifically agreed by exception.
- **Recommendation 23:** To assess whether geographic boundaries are adversely impacting on Force incident attendance performance.



Surrey & Sussex
Policing Together

Transitioning our operational culture from function to geography

- **Recommendation 19:** To develop further the integration of APT and SNT by reviewing working locations, practices and consistent organisational messaging.
- **Recommendation 20:** To ensure that PCSOs progress chronic and repeat issues through effective problem solving and not act in a supporting role to APT.
- **Recommendation 22:** To assess the benefits, risks and costs of co-location pilots to determine the effectiveness of this approach over the divisional hub model.

Relationship and Command – protocols - Inspecting ranks

- **Recommendation 21:** To review the roles of Duty Officers and Borough Inspectors to provide a more consistent balance of overall demands and responsibilities, including an assessment of the 'Knowledge, Skills and Experience' required for each role.
- **Recommendation 26:** To integrate effective working practices between the Duty and Borough Inspectors in support of a 'one Borough team' ethos as envisaged by the model.
- **Recommendation 28:** To ensure an effective governance structure is in place that supports timely updates of Policy and Procedure by portfolio leads.



Surrey & Sussex
Policing Together

Skills development – including NICHE

- **Recommendation 17:** To identify and mitigate the reasons that impact on investigative performance in order to achieve manageable workloads and increased positive outcomes.
- **Recommendation 18:** To continue the investment in training / coaching for APT PS and PC (including NICHE) in order to improve investigative quality to maximise positive outcomes.
- **Recommendation 24:** To promote and embed a culture of confidence and empowerment as set out in the Force's 'Plan on a Page' that professionalises the individual in policing within a framework of organisational justice.
- **Recommendation 25:** To adopt a single risk assessment process in respect of vulnerable or at risk persons.
- **Recommendation 27:** To commission a further review of Policy and Procedure to ensure compliance with the PIYN model and empowerment of staff.
- **Recommendation 29:** To incorporate the Red Snapper Learning assessments into future training programmes.

Increasing local proactivity

- **Recommendation 9:** To review the arrangements and resources for proactive policing activity.
- **Recommendation 10:** To continue to invest in the ongoing work to replace the tasking and briefing system and ensure interoperability with the Enterprise Resource Planning (ERP) system.
- **Recommendation 11:** To review the timeliness of work allocated by Criminal Justice for completion by all in scope PIYN teams.

This page is intentionally left blank