

## SURREY POLICE AND CRIME PANEL

### FEEDBACK ON PERFORMANCE MEETINGS

6<sup>th</sup> February 2017

#### INTRODUCTION

One of the main responsibilities of the Police and Crime Commissioner (PCC) is to hold the Chief Constable to account for delivery of the Police and Crime Plan. David Munro has set up a governance framework to discharge this duty. The main part of this framework is to hold monthly Performance Meetings where the Chief Constable reports on progress against the Police & Crime Plan and other strategic issues. This is supplemented by workshops and one to one discussions between PCC and Chief Constable.

Every third performance meeting, i.e. every three months, is webcast for the public and partners to view. The PCC chairs the meeting which is also attended by the Chief Executive and Treasurer from the Office of the Police and Crime Commissioner (OPCC). Other members of staff from the OPCC attend as required, depending on the agenda. The Chief Constable attends along with the Deputy Chief Constable and other force staff as required.

This report provides an update on the meetings that have been held and what has been discussed in order to demonstrate that arrangements for good governance and scrutiny are in place.

#### PERFORMANCE MEETINGS

Since the last report to the panel, two Performance Meetings have been held – one in November and one in December.

##### **28 November 2016**

The items discussed at that meeting were:

- Policing in Your Neighbourhood (PiYN) post implementation review
- Performance scorecard
- Engagement with diverse communities
- IT strategy review
- Medium term finance plan
- Financial report month 6
- Coroners performance report
- Employee retention proposal

The report on the post implementation review of PiYN (Policing in Your Neighbourhood) was formally considered, although the PCC had already received a detailed separate briefing. Overall, the review had shown that PiYN was delivering against its objectives. The PCC was happy with the fundamentals of the review and agreed that PiYN was a permanent way of doing business. However, he emphasised the crucial role of the Borough Inspector and the need to ensure good local engagement.

Across the board there had been a slight but not large decline in performance, mainly in relation to confidence indicators. The Deputy Chief Constable reported that the Crime Performance Board was looking at confidence indicators and what was affecting the slight reduction in the Force's national positions. The 101 performance over the last 12 months had fallen but this did not reflect recent improvements. Detection rates for high harm crimes were gradually increasing, which when combined with a large increase in reported crime shows an increased level of productivity. Surrey's national position in this area is also improving.

A detailed paper was provided on work undertaken by Surrey Police to engage with its diverse communities. The Chief Constable recognised that some boroughs were stronger than others and more could be done to pick up on best practice from areas such as Woking. Surrey Police are one of the better forces at having and delivering against an EDHR (Equalities, Diversity and Human Rights) strategy and is one of the few forces to have a dedicated diversity team. Overall there is good local knowledge and engagement and engagement officers are embedded in local teams.

A review had been undertaken of the Surrey and Sussex police ICT strategy, carried out by Deloitte. A number of recommendations had been made including the need for a more comprehensive strategy to be developed. The head of ICT was given an action to report back on the direction of travel to the January 2017 performance meeting and to provide a full revised ICT strategy for March 2017.

Staffing has been an issue for the ICT department with difficulties in recruitment and retention, due to lower than market pay levels, leading to the use of day contractors. This situation was now improving with new staff in place, market supplements being used and reduced use of day contractors.

Under the financial items, the meeting discussed issues with the accuracy of some financial reporting following the recent amalgamation of the two Surrey and Sussex finance departments. Measures had been put in place to solve these issues. The head of finance reported a projected underspend for the year of £1.9m, mainly due to underspend in police officer pay due to significant problems with retention. The Chief Constable reported that whilst Surrey Police was doing all it can to increase its police officer establishment up to budgeted numbers, the service is currently at capacity with its ability to recruit and train. There was an

action for the head of finance to give the OPCC Treasurer regular updates on the progress in returning to accurate financial reporting.

A report on performance relating to Coroner's work was produced in response to concerns raised by the Coroner, particularly around resourcing of his team. Overall the report showed that things were working well with the current police team. The transition of the Coroner's office staff to the Local Authority is moving forward and funding arrangements are under discussion. The next step is to set out a timetable for transition.

An employee retention proposal was discussed which involved measures to develop schemes to assist staff. These will require further development before firm recommendations can be made.

### **19 December 2016**

This meeting was a quarterly public webcast meeting. The meeting was held in Dorking and the webcast has been viewed 108 times. The items discussed at that meeting were:

- Performance against the Police and Crime Plan
- Financial update
- Pension Arrangements
- Proceeds of Crime Act

The PCC introduced the meeting by saying that he had been impressed by staff during recent visits and via input from local communities. He had two main issues at the top of his list: retention of trained officers and Policing in Your Neighbourhood (PiYN).

In terms of retaining officers, the Chief Constable reported that Surrey Police was one of the few forces that had sought to increase officer numbers over the last few years. The main issue with reaching the target of 1944 officers is retaining existing officers. Unplanned attrition (i.e. excluding those retiring etc.) has increased to around 16 officers a month. Most common reasons for leaving are to improve work-life balance and erosion in pay and conditions; the cost of living is much higher in Surrey than other areas. Neighbouring forces are recruiting which means officers can leave for higher salaries in London or lower costs of living in other counties. Surrey Police is doing all it can in terms of increased allowances where possible and is aiming to make the culture of the force attractive for employees.

The PCC explained the local policing model (Policing in Your Neighbourhood – PIYN) which was now 8 months old. An initial review had been undertaken, which concluded that the model is a sound one. However, there is more to be done, particularly around engaging the public. The Chief Constable explained that under the new model, there has been an increase in accountability locally, with officers taking responsibility right through from reporting of a crime to

potentially a disposal at court. Whereas previously a victim of crime was never sure who was dealing with their investigation, now it remains with one officer except in some crimes that require specialist skills. Every Borough and District has an Inspector, and a small but dedicated Safer Neighbourhood Team, which supplement the Area Policing Team by solely problem-solving chronic and high risk local issues. Surrey Police discovered that last year only approximately 20% of calls to the Force related to crime, and the Contact Centre have had to think how to triage calls to reduce demand. Prior to PIYN, many officers hadn't investigated crimes before, and so lots of training had to be undertaken. The positive outcome rate is now better than before PIYN.

On the issue of crime data, the PCC asked about the increase in recorded violent crime. The Chief Constable responded that this was due to two factors: a lot of time has been spent encouraging vulnerable victims to come forward; and a national drive for improved data integrity has led to more minor crimes being recorded. In terms of burglary, levels of offences are low however the detection rate has reduced. The Chief Constable explained that Surrey Police have had to make difficult choices and move experienced detectives to other areas in need. Burglary teams are now smaller and less experienced than they were. This had been a tough choice to make, but one that had to be made.

The Chief Constable reported that the Force's response is significantly improved with regards to Domestic Abuse. There has been lots of support from other services which is incredibly important, for example ESDAS (East Surrey Domestic Abuse Services). In terms of higher-end offending (rape and serious sexual offences) the success rate for prosecuting offenders has risen enormously. Better relationships with the CPS (Crown Prosecution Service) and highlighting the issue of delay in advice has now led to an improvement in the turnaround time for advice files, which means that victims would get to court quicker.

Improvements had been made in the answering of the 101 non-emergency number, but there was still a way to go in ensuring long term improved performance.

The Chief Constable updated on collaborative work, including arrangements with Sussex Police, regional collaboration and blue light joint working. An update was also received on the Body Worn Video roll-out, with implementation happening soon in Guildford borough prior to Christmas.

In terms of the financial report, the two issues facing Surrey Police are the current underspend and the need for savings to be made. The Chief Constable provided information on the current savings plan and the PCC emphasised the need for a continued focus on achieving the plans.

A report was received on the pension arrangements in place for Surrey Police employees including the police officer pension scheme and the Local

Government Pension Scheme for staff. Both schemes are defined benefit schemes but operate under different regulations and financial arrangements.

The PCC asked about how Surrey Police seizes assets from criminals. The Chief Constable explained that there is a dedicated Economic Crime Unit (ECU) who pursue criminals both pre and post-conviction for money made from criminality. Whilst Surrey Police can seize money, the Force can't keep it all – some money goes to the Government. With confiscation orders for example, Surrey Police keeps less than 20% of money seized. Surrey Police use the income gained to fund officers in the Economic Crime Unit, which amounts to roughly 5 officers.

### **RECOMMENDATION**

That the Police and Crime Panel notes the update on the PCC's Performance Meetings.

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