

SURREY POLICE AND CRIME PANEL

FEEDBACK ON PERFORMANCE MEETINGS

12th September 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 six-weekly 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 when required.

Every second performance meeting 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 on performance meetings to the panel, five Performance Meetings have been held – January, February, March, May and June.

24 January 2017

The items discussed at the meeting were:

- Performance against the Police and Crime Plan
- Vulnerable people
- Parking policy
- Employee survey
- Finance report
- Savings plans
- Rural crime strategy
- Tasers

The performance update focussed on the encouraging improvement in the answering of the 101 number. The PCC was concerned about the drop in the victim satisfaction rate and the Chief Constable outlined the actions being taken. An emerging increase in acquisitive crime, such as burglary and vehicle crime, was noted and it was reported that the force was closely monitoring this trend.

Improvements were being made in protecting vulnerable people with improved comments from HMIC and better joint working between Surrey Police and the Crown Prosecution Service.

In terms of the parking policy, the differing powers between police and councils were discussed. A paper had been shared with local authorities to consider whether PCSOs (Police Community Support Officers) should be given more powers to deal with parking when appropriate.

The employee survey was discussed. This was a new survey carried out with Sussex Police and using an approach developed by Durham University. Surrey Police had a 44% response rate, one of the highest in the country, and generally scored well. There were some challenging areas around organisational support which were being addressed.

The Finance report highlighted the projected £2m underspend was mainly due to officer numbers. There had been a slippage in the savings programme. A regular review of the plan takes place at the change board and the PCC was invited to attend a meeting. It was agreed to create a specific reserve for the estates project as it progressed.

The Rural Crime Strategy was presented to the PCC. Public feedback had been received by the PCC about the importance of rural crime to communities and Surrey Police is working to implement the strategy. A new rural crime co-ordinator was being recruited.

Levels of use, training requirements and the need for clear public messaging was discussed in regard to Tasers. The main change coming up is an increase in the number of officers carrying a Taser.

The progress with rolling out Body Worn Video to all officers was discussed. Due to software difficulties with capturing video footage, the roll-out has been delayed. Guildford has Body Worn Video and other areas are expected to receive the equipment later in the year.

22 February 2017

The items discussed at that meeting were:

- ICT Strategy
- Supporting victims

- Finance papers
- Prevent paper
- Joint OPCC risks
- Feedback from police force diversity roadshows
- Harmful traditional practices

The Head of ICT (Information Communications Technology), Neil Roberts, gave a presentation on the future plans for ICT in Surrey and Sussex Police over the next 5 years. The PCC asked about progress made on recommendations made in a report by Deloitte on the ICT strategy. It was agreed that the full, costed strategy would be produced for the end of March and would be presented to both Surrey and Sussex PCCs together. The Joint Audit Committee had also asked to oversee the ICT strategy.

The PCC stated that he was disappointed that the overall satisfaction rate for victims had fallen and asked about what more could be done to improve matters. The Chief Constable said that they were looking at whether the Victim Care Intervention Team should be reinstated. This remains under consideration and will be looked at as part of a wider piece of work with the PCC's office on what support is provided for victims in future.

The Medium Term Financial plan and current financial position were discussed. The Capital Programme was considered as well as savings plans. The PCC's Chief Finance Officer expressed concerns around the reporting of financial information and the accuracy of forecasts.

A paper on the prevention of terrorism was discussed and an update was given on partnership activity including Surrey County Council's work on Prevent. A 'deep dive' on this issue is taken place at the next Community Safety Board.

In terms of risk management, those risks held jointly by the Office of the PCC and Surrey Police were discussed.

Feedback from police force roadshows included the need to identify and support future leaders, BME (Black and Minority Ethnic) representation amongst leaders and the representation of women in leadership and in specialist roles. The Deputy Chief Constable reported that women were fairly well represented in leadership roles.

The Chief Constable reported that there were good efforts being made to engage with partners and raise awareness of issues such as harmful traditional practices, although there was still under reporting. The PCC reported that he had recently met with the Surrey Minority Ethnic Forum (SMEF) and an action was taken away to ensure Surrey Police and the OPCC were co-ordinated in their efforts.

Under any other business, the National Police Air Service was discussed, including benefits gained compared to costs with some concerns being raised. An update was given on bids into the Police Transformation Fund with two bids being submitted by Surrey Police. An update was also given on Neighbourhood Watch and communication with the scheme, including the 'In the Know' information system.

29 March 2017

This meeting was a quarterly public webcast meeting. The meeting was held in Dorking and the webcast has been viewed 67 times since the meeting was held. The items discussed at the meeting were:

- Crime Trends
- Performance against the Police and Crime Plan
- Inspection report
- Financial update
- Tasers

The report on crime trends showed an increase in total recorded crime (known as notifiable offences) from around 50,000 to 60,000 a year over the last three years. The reasons for this are complex and include a change in the required standards for crime recording, creation of new offences in legislation (such as online harassment), a move from anti-social behaviour being an incident to a recordable crime and an increase in the willingness of victims to come forward. All forces are recording more notifiable offences and Surrey remains one of the safest counties in England and Wales compared with other force areas.

The PCC queried why some crime types have low positive outcome rates, Surrey Police is currently undertaking a significant piece of work around detections. There is now a volume crime improvement plan. The Chief Constable acknowledged that the Force must be better at supporting victims through the criminal justice process and that some administrative processes could be improved so that opportunities to achieve a detection are always taken.

The PCC said that he had received complaints about increases in burglary and the trend was showing an increase. The Chief Constable reported a reduction in non-dwelling burglary (e.g. farm outhouses and sheds) but that there had been an increase in house burglary. The Chief Constable explained that Surrey Police's resource had been focused on improving public protection performance in recent times but that balance needed to be struck. Surrey Police are pursuing preventative methods such as Smartwater (a marking system which is triggered by burglary and can identify both goods and offenders in custody).

The Chief Constable agreed to provide more analysis on the recent increase in vehicle crime and a copy of the force strategy on tackling Hate Crime. The analysis of vehicle crime is still ongoing.

In terms of other performance, there was a positive trend in answering the 101 non-emergency phone number and a good inspection result on protecting vulnerable people. Falling victim satisfaction levels remained a concern.

The financial report was discussed, including savings plans. Levels of officers leaving the force was also discussed, which was showing an increase considered to be due in part to officers transferring to other forces due to high living costs. Retention measures were being considered by Surrey Police.

The results of the HMIC inspection on effectiveness, efficiency and legitimacy (PEEL) were discussed. In recent times Surrey Police have been found to have shortcomings – they have been rated as inadequate or ‘requires improvement’. Surrey Police are now rated as good across the board. The PCC noted that the report was very balanced and offered his congratulations to Surrey Police.

Currently Surrey Police are going through a period of investment and training in relation to Tasers. They are both effective and efficient and the aspiration is to increase their use. A 5 year plan is in place to uplift the number of officers carrying Tasers across the county. The PCC noted that the protocols, procedures, regulation and control of Tasers is very important.

The full meeting is available to view on the OPCC website.

4 May 2017

The items discussed at the meeting were:

- Progress against the Police and Crime Plan
- Follow up on the Child Protection Inspection Report
- Finance update
- Human Resource Management
- Surveillance code of practice
- CCTV strategy
- Prudential Indicators

Discussions with regard to performance against the police and crime plan focussed on the good progress in public protection and answering the 101 non-emergency number, the reduced level of victim satisfaction and increased levels of burglary. The Chief Constable took away an action to develop a plan for improving levels of victim satisfaction which had fallen. This plan has been drawn up and is starting to show progress. Measures to improve the detection rate for burglary, without taking away detectives from public protection work, were discussed and an update would be provided at a future performance meeting.

The Chief Constable provided an update on the progress on recommendations made by HMIC in their inspection of Child Protection. The updated Public Protection Improvement plan was presented.

The financial report for month 11 was presented. There was some movement in the financial data compared to previous forecasts and the PCC's Chief Finance Officer emphasised the need for Surrey Police to improve their forecasting.

A paper on Human Resource Management gave an overview of the recruitment and retention position. Surrey was involved in most of the national initiatives for recruitment and retention, but not all – for example Surrey Police was not accepting Direct Entry candidates at Inspector level. The report detailed the local initiatives that were being carried out such as the increased capacity in public protection, digital forensics, mobile data and firearms. A joint Surrey-Sussex vetting service had been established and a joint transport service was due to be implemented in June 2017.

An update was provided on how Surrey Police complies with the Surveillance Camera Code of Practice. Reassurance was provided with regard to the force's compliance.

The Deputy Chief Constable explained that work to develop a strategy for CCTV (Closed Circuit Television cameras) was still on-going. An action was taken to arrange a meeting between Surrey Police and the PCC to discuss the strategy once developed.

The annual paper on prudential indicators was tabled and approved by the PCC.

27 June 2017

This was a webcast meeting and items on the formal agenda were:

- Performance against the Police and Crime Plan
- Finance Report
- Community Engagement
- Firearms Licencing

Following the webcast there was also an informal discussion on joint risks and the Estates Strategy.

Under the performance item, the PCC questioned the Chief Constable on the drop in positive outcomes for crimes against vulnerable people. The Chief Constable said that this was a concern and it was a focus for the force Crime Performance Board. Although Surrey Police performance had dropped slightly, the force still had a strong performance when compared to other police forces.

The increase in burglary was discussed and a detailed report presented. The Home Office changed the definition of burglary in April 2017 – a break in to a shed or garage was now classed as a domestic burglary which had had an effect on the numbers. Operation Spearhead had been established to address the increase. This included preventative activity and investigative capability. There had been a 9% reduction since the commencement of the operation in May 2017 – 40 arrests had been made with 43 cases outstanding but suspects being

pursued. The PCC was pleased with this progress and would like to be kept updated on further progress.

The latest finance report for 2017/18 was presented. Although early in the financial year, forecast revenue spend was on target. The savings target was also on track with the largest savings seen in the areas of specialist crime and operations. This collaborative approach with Sussex had been extended to a regional level. The Specialist Capabilities Programme was looking at the possibilities of more flexible and agile working. The PCC noted that the capital budget had been a cause for concern last year but he was happy that it was being controlled better so far this year.

The Force was in the process of modernising and updating its community engagement plan. The Deputy Chief Constable invited the public to contribute to the strategy by feeding in their views. Ideas and feedback would be collated into the final plan. The PCC asked that the final plan be presented at a future meeting. He also expressed his approval of the police cadet scheme for young people. He had been very impressed with the keenness of the cadets and the quality of the instructors.

The Chief Constable discussed issues arising from the Lowe case (the murders of Christine and Lucy Lee), which related to the decision to return a firearm to the offender. The case was referred to the IPCC (Independent Police Complaints Commission) and they had made 53 recommendations to Surrey Police. An action plan had been created and the Force was working through the recommendations. Monthly performance meetings were held. Progress had been reported back to the IPCC in March 2017 and the IPCC were satisfied with progress. The PCC was satisfied that progress had been significant and he reiterated his apology to the family and friends of the Lee family on this tragic incident.

RECOMMENDATION

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

LEAD/ CONTACT OFFICER: Johanna Burne
TELEPHONE NUMBER: 01483 630200
E-MAIL: Johanna.burne@surrey.pnn.police.uk

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