

SURREY POLICE AND CRIME PANEL**FEEDBACK ON PERFORMANCE MEETINGS****27 JUNE 2019****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 the PCC and Chief Constable, and other senior officers, when required.

Every other 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, three Performance Meetings have been held – February 2019, April 2019 and May 2019.

27 February 2019 – Webcast Meeting

Agenda items were:

- 2019/2020 Budget Plans and Finance Report
- Performance Report
- Unauthorised Encampments
- Rural Crime Strategy
- Brexit Implications

Following the panel's decision to approve the precept increase, the Head of Finance outlined the **budget plans** for 2019/20. The force would be working towards a balanced budget for the next two years and would continue to make savings over a four year period. The Force remained committed to delivering

efficiency where possible and continued to look at best operating models. Reserves would be maintained at a level of 3%. The Temporary Chief Constable (T/CC) said that the increase in precept would enable the Force to put an extra 100 frontline officers and staff in place. All additional posts would be directed at frontline operations and problem solving. Some areas do require investment such a safeguarding vulnerable persons and high harm crimes such as county lines drug dealing. The Temporary Deputy Chief Constable had been tasked with looking at efficiencies within current programmes and ICT were also looking at their efficiencies and environmental responsibilities. The PCC asked for the Force to provide him with a workforce development plan to show that the Force was fit for the future.

Under the performance report, the T/CC advised that overall recorded crime had matched the national increase, although this had started to tail off. Some categories were still seeing increases such as incidents involving vulnerable people. There had been a slight downward trend in positive outcomes which was down from the previous rolling year. Much more thorough assessments were being made regarding vulnerability and this was affecting numbers of positive outcomes. The increase in some crimes, such as sexual offences, was due to the higher level of productivity and level of investigations and could be considered a positive thing. A better outcome was needed for the victims involved.

The T/CC suggested that ASB would be an issue that would probably be raised by residents at the upcoming community engagement events. ASB was an issue that affected peoples' quality of life and there was more that the police could do to tackle it. The PCC recognised the eagerness of the officers on the ground to get involved in resolving ASB. Extra investment would add to the resources. The T/CC agreed with the level of positivity on the ground. A number of premises closures had happened really quickly and joint working with local authorities was going well.

The T/CC stated that 999 performance was of a high standard. With regards to the 101 number the team was working exceptionally hard to get the speed of calls answered improved. The detail involved in the risk assessment of each call did take time to complete. It was a tough challenge to maintain times but the Force was meeting targets. There was a big improvement in waiting times and were currently at a level of less than one minute. Some people were waiting longer but the times in the report were averages. The PCC felt that this was a real success story as some other forces were really struggling.

A report was presented on **Unauthorised Encampments** in Surrey between April and November 2018 when there was a high number of encampments across the county that had a significant impact on local communities. The total number of encampments for that period was 187 with the north of the county being most affected with 86 encampments. Elmbridge was the most affected area with 42 encampments. Most land affected was owned by Boroughs and Districts and included recreation grounds and open spaces. Counties, such as Sussex, who have a designated transit site had less unauthorised encampments.

A similar solution would be welcomed in Surrey to help deal with the issue in the future. The PCC said that it was important to note that not all travellers caused trouble and he wanted to be careful not to demonise the whole community. Plans were being refined with local authorities for summer 2019/20 including initial assessments and to grade each encampment on a risk basis. Teams were being trained so that they knew which legislation to use if required.

A paper was presented giving a summary of the **rural crime** delivery plan across Surrey and Sussex. Surrey's plan would mirror the Sussex plan with regards to strategic aims and would help to improve confidence and satisfaction among communities. A rural crime flag had been introduced in the Force's recording system. Guidance and advice had been given to teams and there was an officer in Force that was dedicated to this area of work. The Force was planning a Day of Action dedicated to rural crime later in the year along with a wide range of other activities and work with rural communities.

A report was presented in Part Two to update the PCC on operational plans to deal with any implications for policing following Brexit.

10 April 2019 – Private Meeting

Agenda items were:

- Performance Scorecard
- Domestic Abuse
- Forensic Provision
- Serious Violence and Organised Crime
- ICT Strategy
- Capital Budget
- Prudential Indicators

The performance scorecard was discussed including a number of staffing indicators. The force had improved the number of detectives including the recruitment of transferees from other forces. Referrals to Occupational Health were rising which was felt to be positive as staff were making more self-referrals to seek help, but this does show the pressures staff in the police service are under and was putting pressure on the unit. On organisational indicators, the savings target was being met and a reduction had been seen in the organisations level of CO2 emissions.

In terms of customer service, levels of public satisfaction with dealing with crime had reduced particularly in Elmbridge and plans were in place to understand and tackle the local issues. There had been some negative feedback about the 101 recorded message and the Chief Constable took away an action to look into this.

The T/DCC provided an update on the progress against the force's **Domestic Abuse** plan. Since October 2018 the outstanding actions had been reduced from 28 to 15 and all were in progress.

The national provision of **Forensic Services** was discussed. There have been some difficulties in the ability for national forensic labs to provide forensic services at current costs and a request was made for forces to help fund the services. This would have an impact on the force budget.

A paper was presented on tackling **Serious Violence and Organised Crime**. The PCC said that the recent Serious Violence Seminar had been a successful event and some actions had come out of it that were being taken forward. Carl Bussey (from Surrey County Council) had been actioned to draw up the partnership plan, including developing a better data set and problem profile. The Serious Violence Strategy will be going to the Community Safety Board in June. It was also reported that the Serious and Organised Crime Partnership Board is working well.

The current **ICT strategy** was presented. The new head of ICT was invited to a future meeting to go through the strategy in detail, including the financial profile.

The **Capital Strategy** was presented which brought all parts of the financial plan together into one concise document. This also linked to the **Prudential Indicators**. Borrowing would be used for the first time in relation to the estates programme. An update was also provided on the Equip project (the new Enterprise Resource Planning system being brought in for Surrey, Sussex and Thames Valley Police).

20 May 2019 – Webcast Meeting

Agenda items were:

- Chief Constable's Vision
- Performance Report
- Finance Report
- Workforce Planning
- Force Efficiency Strategy
- Retail Crime
- Untaxed Vehicles
- Fraud and Cyber Update

This was the first webcast performance meeting since Gavin Stephens was appointed the Chief Constable (CC) of Surrey. CC Stephens outlined his **vision** for Surrey Police. He wished to continue from the good work of Nick Ephgrave and continue the vision to make Surrey the safest county it can be, with the 3 core missions of prevention, protecting vulnerable people and pursuing

offenders. There were 3 areas within that vision that CC Stephens wished to focus on over the coming years:

- To use the precept uplift to focus on prevention, which should then assist with tackling the increase in demands on police
- To work with local partners on joint prevention work
- To release potential by investing in staff development and new technology and by using intelligence from communities to understand trends and direct resources

The PCC was pleased to see that this all will contribute towards meeting the Police and Crime Plan.

The PCC and CC discussed current force **performance** against the Police and Crime Plan. Total notifiable offences continued to show an increasing trend – still a combination of better recording, increased confidence to report and increases in some crime types. But the Surrey increase was lower than the national average and lowest in the South East Region. Positive outcomes remain stable, leading to a reducing positive outcome rate. Improving this rate, particularly for high harm offences such as rape and sexual abuse, is a focus for the CC. The PCC asked to see the detailed plans for improvement when available.

Problem solving and measures to tackle ASB were increasing, including joint working with local councils. Call handling performance remained good and emergency response performance was showing a slight improvement. The CC reported that the community events had highlighted a need to improve feedback to the public when reporting crimes. This was also shown by a reduction in compliance with the victim code and actions were being put in place to improve feedback.

The force's Chief Finance Officer (CFO) presented the end of year **finance report** which in general was a positive picture. The end of year position was balanced, with £212m spend against a budget of £212.6m. The savings plan had been delivered and was slightly over achieved. Capital spend was under budget due to some projects being underspent. The main change to the capital spend was the purchase of the new HQ site. The PCC was pleased to see that overtime spend was more in control.

The PCC has specifically requested a report on **workforce planning** as residents had been asking how big Surrey Police should be. A report was presented on the planning for the uplift in front-line staff following precept increase, but the PCC would like to see this developed into a longer term and wider staffing. The Chief Constable agreed to take this away and develop with the Chief Officer Group. The CC said that the force was also developing an Attraction Strategy, to show people what Surrey Police offer as an employer.

The CFO presented the **Force Efficiency Strategy**. This was being led by the Deputy Chief Constable and is look at the top down big savings as well as bottom up small savings.

The CC talked about 3 key categories of **retail crime** - shoplifting, robbery of commercial premises and making off without payment. The paper provides information about the forces response to these crimes. The PCC highlighted that sometimes crimes such as shoplifting can be a gateway to other crimes or a cry for help. The CC agreed and said that is why they assess vulnerability in their response. Also, some retail crime is linked to organised crime gangs and drugs. The CC also said that making off without payment of petrol was an entirely preventable crime but relied on the fuel industry taking preventative measures.

A paper was presented on police response to **untaxed vehicles**. The CC advised that the lead agency for untaxed vehicles is the DVLA and it is suspected that around 2% of vehicles are incorrectly taxed. Whilst the police have some devolved powers to deal with this, the DVLA take primacy for the management and prosecution of untaxed vehicles. The paper set out the different types of action that can be taken for no tax or no mot, no licence and no insurance - depending on whether the vehicle is in a public place or on a road. There has to be a policing purpose for police to carry out an insurance check against the Police National Computer (PNC).

The PCC asked what Surrey Police's future plans are for dealing with **Fraud and Cyber enabled crime**. The CC advised that on the prevention side there are clear recommendations from the national inspection report on how the force should respond and they will be acting on those. There have been good results, but the problem is of such a scale that a shift to a national response is needed to tackle the problem. The PCC is taking this up with his nationally PCC colleagues. The PCC encouraged the public to take precautions and make life difficult for fraudsters. The CC added that people should be neighbourly and check that elderly neighbours aren't being targeted by post of phone scammers.

RECOMMENDATION

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

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