

SURREY POLICE AND CRIME PANEL

HMICFRS PEEL Inspection Update

26 SEPTEMBER 2024

1. SUMMARY

- 1.1 This paper provides an update to the PCP on Surrey Police's progress in relation to the 5 Cause of Concern Recommendations and 11 Areas for Improvement (AFI) from the HMICFRS PEEL inspection in 2023.
- 1.2 A PEEL Gold Group was established in August 2023, chaired by the Deputy Chief Constable. The Gold Group provides oversight and management of the PEEL Causes of Concerns, Recommendations and AFI.

2. CAUSE OF CONCERN RECOMMENDATIONS

- 2.1 **Rec 1: Within 3 months, Surrey Police should improve its ability to be able to answer emergency calls quick enough.**

2.1.1 Update:

- a) The Force are currently meeting the target for answering emergency calls and have recently been first nationally. The target is that all 999 calls should be answered within 10 seconds.
- b) From the 1st of March to 1st of April 2024, 12,221 calls were answered, with compliance against the 10 second target of 96.5%. This has increased significantly since March 2023 where compliance only stood at 58%.
- c) Performance is expected to continue and will be monitored closely as demand goes up during the summer months and a new shift pattern is implemented in September 2024.
- d) The Panel and members of the public can track our 999 answering time performance on the PCC's Data Hub, including both a 12 month rolling trend and monthly data: https://data.surrey-pcc.gov.uk/priority_four.php?nav=plan&data=effectiveness&plan=4&sub=1&monthly=1

- 2.2 **Rec 2: Within 3 months, Surrey Police, should reduce the number of non-emergency calls that the caller abandons because they are not answered.**

2.2.1 Update:

- a) The Force aims to have an abandonment rate of less than 10% for 101 calls.
- b) The total abandonment rate currently stands around 8% with call backs removed.
- c) The Contact Centre (CTC) is regularly meeting the 10% measure. However, there have been occasions where it has been slightly over 10% and this is usually related to a surge in demand.
- d) The Force will continue to monitor performance through the Force Service Board, Transformation board, as well as the daily supervisors grip meeting feeding into SMT grip meeting.
- e) The Panel and members of the public can track our 101 answering time performance on the PCC's Data Hub, including both a 12 month rolling trend and monthly data: https://data.surrey-pcc.gov.uk/priority_four.php?nav=plan&data=effectiveness&plan=4&sub=1&monthly=1

2.3 Rec 3: Within 6 months, Surrey Police should make sure that repeat callers are routinely identified by call handlers.

2.3.1 Update:

- a) The identification of repeat callers is improving but the Force still has work to do to ensure that it is identifying all.
- b) Progress will improve over the coming six months now a feedback mechanism has been put in place and daily dip checks are conducted.
- c) Repeat victim identification performance data can now be broken down to individuals and this data is considered at performance meetings. Supervisors are held to account for their team's performance.
- d) Some technical solutions are being explored, to make it easier for repeat callers to be automatically flagged on Force systems.
- e) The Force is also in contact with Norfolk Police to understand how they identify repeat victims as they have been identified as best practice.

2.4 Rec 4: Within 6 months, Surrey Police should attend calls for service in line with its own published attendance times.

2.4.1 Update:

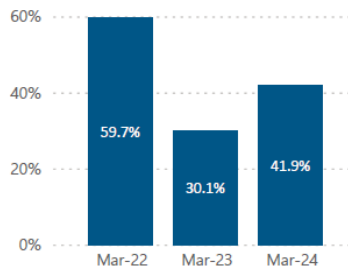
- a) Since the HMICFRS report was published the Force has shown improvement in respect of this recommendation and initial data is positive and showing sustained improvement.
- b) Grade 1 performance (where the FCR deploy units for attendance within 15 minutes) has improved since March last year but work now needs to be

completed with the Occurrence Management Unit (OMU) / Incident Review Team (IRT) to enable Neighbourhood Policing Teams (NPT) to have capacity to respond in line with the force published times.

- c) Grade 2 performance (where the FCR will aim to deploy within 15 minutes of receipt for a response by a police unit within one hour) also indicates a positive change compared to March last year.¹

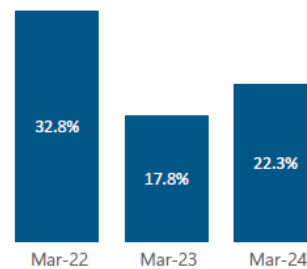
Grade 1 Compliance

Latest month comparison



Grade 2 Compliance

Latest month comparison



- d) Technical solutions have been put in place to make it clear to FCR staff when compliance thresholds are due to be breached.
- e) Daily outliers are provided to divisions so themes can be picked up on and dealt with. Reasons are explored and fed back where appropriate.
- f) As previously reported to the Panel, the force is proposing a new grading system to provide more granularity when determining an appropriate response. However, it has been agreed to delay the implementation of the incident grading changes whilst the force implements changes to its crime management processes.

2.5 Rec 5: Within 6 months, Surrey Police should make sure that there is effective supervision of deployment decisions within the control room.

2.5.1 Update:

- a) From the 1st of December 2023 additional supervision has been introduced into the control room.
- b) Force Incident Managers (FIM) have taken over the line management of the CTC supervisors and provide 24-hour cover.
- c) A daily RAG assessed graphic that identifies divisional actual and deployable resources and the daily Grade 1 and Grade 2 review documents are available to staff. This is driving deployment decisions both in Contact & Deployment (C&D), on division and beyond.

¹ [Deployment of Resources Procedure \(surrey.police.uk\)](https://www.surrey.police.uk)

- d) FCR controllers are conducting 'State 106 checks' on a more frequent basis to ensure officer's time on scene / at location is efficient and effective.
- e) A C&D Power BI product provides real time data in order to identify potential issues. Outlier data and monthly reports assist in monitoring individual and rota performance.
- f) A supervisor development programme for C&D has been developed and a supervisor's day is being planned for the end of the year.

3. AREAS FOR IMPROVEMENT (AFI)

3.1 AFI 1: The force is too often failing to record sexual offences, particularly sexual assault, and rape crimes.

3.1.1 Update:

- a) A performance management dashboard and framework to clearly identify legacy issues and monitor live compliance with has been developed.
- b) Reality checking is being conducted to monitor performance to ensure continued improvement. Training is being established and the force will look at individuals and teams who require additional support.
- c) Longer term, a sustainable model is being reviewed as part of the Force CTC transformation programme.

3.2 AFI 2: The force needs to improve how it records equality data.

3.2.1 Update:

- a) In January 2024 a Data Quality Board chaired by an ACC was established.
- b) A Bi-monthly Data Quality Working Group for Surrey Police and Sussex Police is held and an Equality Start and Finish Group meets every fortnightly.
- c) A Data Quality Framework is being prepared, expected September 2024.
- d) Reality checking is being conducted to explore the diagnostics of the under recording with Crime Investigation Department (CID), NPT, Custody and CTC.
- e) From reality testing and data, the issue does not appear to be training, understanding or knowledge of minimum data requirements. The issue is not asking when data fields are missing. A deeper dive is now being conducted.
- f) A support ticket has been raised with the developer of Niche, to address an issue identified with data transfer, and another ticket has been raised to request additional fields for recording of data.

3.3 AFI 3: The force needs to improve how it records crime when antisocial behaviour personal is reported.

3.3.1 Update:

- a) The Force objective is to achieve 90% compliance rate of recorded crime in ASB CADS.
- b) During April the latest quarterly audit of ASB CDI (Crime Data Integrity) took place to assess the impact of interventions to date.
- c) The audit of CADs opened as ASB Personal showed crime recording compliance was 95% with 19 of 20 identified crimes being recorded.
- d) The audit of CADs closed as ASB Personal showed the frequency of missed crime in incidents closed as ASB has fallen since the previous audit and last year's HMICFRS inspection. The results show that currently the Force can expect to find around 3 missed crimes in every 100 incidents, compared with 5 at the time of the last audit, and 18 at the time of the HMICFRS inspection.
- e) As understanding and compliance with crime recording rules improves, fewer CADs containing crimes will be opened or closed as ASB, utilising the relevant crime related CAD coding.
- f) The majority of the improved compliance is being driven through the impact of recent training delivered to the CTC and FCR staff. To ensure this continues consideration is now being given to how this is maintained through training to new starters, mop-up sessions with any staff who have missed the training and ongoing CPD/refreshers.

3.4 AFI 4: The force should regularly inform the public how through analysis and monitoring it understands and improves the way it uses stop and search powers and uses force.

3.4.1 Update:

- a) The Force are in the process of establishing Community Engagement sessions. The Terms of Reference is being drafted and frequency of discussions are to be agreed. The sessions will be an opportunity to hear first-hand how a Stop & Search or Use of Force has impacted a person, what their experience was, any feedback, and an opportunity to discuss any themes, learning, or training opportunities.
- b) The Force are establishing Community SNT Stop & Search and Use of Force SPOCs at PC and PS level. Role profiles are being created and they will have responsibility for ensuring Stop & Search and Use of Force powers are standing agenda items at Neighbourhood panel meetings, and conduct engagement opportunities with their local communities on Stop & Search and Use of Force powers.
- c) Surrey Police is increasing the proactive presence on social media outlets and the force website to ensure that Stop & Search and Use of Force data and

information is promptly and transparently communicated to inform as wide a range of communities as possible.

- d) The Force leads are scoping with Corporate Communication the best methods of reaching/targeting the relevant demographic and ensuring products, including the dashboard, are pushed using communication methods to maximise the reach.
- e) The Force Tactical Lead is drafting a series of information sheets for children and young people and a version for parents/guardians, that can be accessed through the force website, as well as a social media version.
- f) The Force are developing the FAQ section of the website.
- g) More generally, the OPCC has been working closely with Surrey Police and the Chair of the Stop & Search Scrutiny Panel, to implement improved governance and RAG grading of cases.

3.5 AFI 5: The force doesn't consistently achieve appropriate outcomes for victims.

3.5.1 Update:

- a) A Crime Improvement plan has been developed and includes the following 3 phases:
 - o Phase one - Crime Management phase, including cleansing of crime data and embedding a performance structure to monitor Crime Management.
 - o Phase two - involves Crime Performance, with a heavy focus on offenders and arrests.
 - o Phase three - running concurrently with the end of phase two, focuses on Crime Quality.
- b) A Falcon Support Team has been established and a monthly Falcon Investigation Standards Board is held where performance is monitored.

3.6 AFI 6: The force needs to ensure that staff involved in adult abuse investigations adhere to multi-agency working arrangements to develop risk-reducing actions that safeguard vulnerable people and challenge perpetrators.

3.6.1 Update:

- a) The Adult at Risk Team (ART) Pilot has been operational since the 1st October 2023. The team is managed by the Public Protection Strategic Manager.
- b) The ART continue to make significant contributions by way of ownership (investigations taken in entirety into the ART) or by providing active management and support for investigations retained by divisions.

- c) Daily checks on all occurrences flagged as vulnerable adults in the preceding 24 hours are carried out to establish if they are correctly flagged and if so, they are either adopted into the ART or subject to ART management but delivered locally on divisions.
- d) The team ethos is heavily focussed on victim care and management, suspect management, and joint working with partners to pursue to the most appropriate outcomes, criminal or otherwise.

3.7 AFI 7: The force needs to do more to understand what the workforce needs to support their wellbeing and tailor its offering and resourcing accordingly.

3.7.1 Update:

- a) A review of the Terms of Reference and delivery of the Wellbeing Boards is being conducted to assess how this captures the breadth of wellbeing needs and what outputs are generated to inform wellbeing needs analysis, assess and commission options, and evaluate impact.
- b) All local wellbeing initiatives are to be presented and authorised by the Force Wellbeing Board (FWB) to ensure a record is kept of what is being conducted and best practice is shared forcewide.
- c) The Force understand that workload is a contributing factor that impacts people's wellbeing. Work is being conducted to look to address the workload demand being faced by the workforce.
- d) The National Police Wellbeing Service (Oscar Kilo) are funding a Sleep Fatigue Recovery Programme to which Surrey Police will receive 20 biometric straps for colleagues to use and receive better sleep as an outcome.

3.8 AFI 8: The force needs to do more to instil confidence within the workforce in reporting discrimination, bullying and racist behaviour.

3.8.1 Update:

- a) The Force has split this AFI into three specific measures:
 - a. Raising awareness of bullying & racist behaviour.
 - b. Create reflective and non-judgemental environments.
 - c. Understand and track the behaviour of the organisation.
- b) A 3 pillar strategy and 10 key interventions have been developed based on analysis and reports into the monthly Staff Confidence to Report Board chaired by the ACC for Local Policing.
- c) The first inaugural Chief Constable's Diversity, Inclusion and Belonging Board was held on the 5th June 2024.
- d) Key questions are being developed to ensure a consistent approach across existing employee voice groups when reality checking police culture.
- e) Regular reviews of exit interviews is being undertaken by the force Race Champion for minority ethnic Officers and Staff.

3.9 AFI 9: The force needs to better understand why its officers and staff, and in particular new recruits, wish to leave the force to improve the support it provides to them.

3.9.1 Update:

- a) Surrey Police and Sussex Police has an established process to monitor attrition levels of Officers, Staff, PCSO and new recruits. These rates are reviewed in the bi-monthly joint Capacity, Capability and Performance Board (CCPB).
- b) A number of mechanisms are in place to capture the reasons why officers, staff and new recruits wish to leave the force to aid the Force understanding: Exit Interviews, Exit Surveys, Stay Conversations.
- c) Six Monthly Reports are reviewed at CCPB to review the completion rates for Exit Surveys and reasons stated for leaving. The reports allow tracking of themes over time and comparison of external factors being faced during that time for example the reason of Staff leaving for a better financial package was cited for the first time in the last period.
- d) Quarterly reports are also now in place to Chief Officers to highlight the attrition rate and any changes in themes coming through as exit survey data is reviewed upon receipt.
- e) The attrition rates have reduced for Police Staff and PCSOs since the HMICFRS inspection was completed but increased slightly for Police Officers. The Force will need to continue to monitor these levels.
- f) A dedicated Inspector has been in place to oversee the work to understand why newly recruited officers are leaving. An automatic referral is now in place to ensure that those who have indicated they may want to leave are met with to understand what their reasons are and try to address them, if possible. A wide range of support has been created following these conversations to support student officers.

3.10 AFI 10: The force should ensure its performance data accurately reflects the demand placed on its workforce.

3.10.1 Update:

- a) The Force has invested significantly in using accessible data to understand work, demand and provide a performance management approach.
- b) First phase of performance management training has been delivered to senior leaders by external lead Malcolm Hibberd.
- c) The Force has completed Op Marshall month of action. Significant reduction of outstanding suspects driven by accurate use of data cross referenced against risk and priority crime type.
- d) The force has completed stage 1 of the Crime Improvement plan under the Crime Quality areas. This achieved all areas to reset Surrey performance data.

- e) A Crime Performance section has been initiated on the Crime Management Dashboard. This will allow capture of 28-day reviews to allow compliance with Crime Management Framework.
- f) National data provided by the Home Office is showing Surrey Police as one of the fastest improving forces nationally, supported by this new approach.

3.11 AFI 11: The force should ensure it is effective at managing demand and can demonstrate it has the right resources, processes, or plans in place to meet current demand across the force

3.11.1 Update:

- a) This AFI relates to the use of demand planning and links to both deployment and then allocation of the crime to an appropriate trained person.
- b) There is continued growth of Power-Bi from the Strategic Insights Team.
- c) Process mapping has been funded and commissioned. Two process mappers started with Surrey Police in April 2024 and are focussing on the mapping of demand from point of call through to FCR and OMU.

RECOMMENDATIONS

Members of the Police and Crime Panel are asked to note the report.

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