

SURREY POLICE AND CRIME PANEL**FEEDBACK ON PERFORMANCE MEETINGS****30 June 2020****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 – 10 February 2020, 26 March 2020 and 21 May 2020.

10 February 2020 – Webcast Meeting

Agenda items were:

- Performance Report
- Finance Report
- Capital Programme
- Workforce Planning
- Rural Crime Strategy
- Mental Health Update
- Integrated Offender Management
- Safer Streets Bid

The areas discussed under the **performance report** included high harm positive outcomes, burglary levels and anti-social behaviour. High Harm positive outcome rates were still lower than we would wish to see. The Chief Constable reported that significant changes were being made in this area, including early involvement of prosecutors, increased staff resources and changes to the structuring of domestic violence teams. The Deputy Chief Constable updated on increased activity to tackle burglary, under the banner of Operation Spearhead. Since being introduced, burglary levels have dropped back to normal levels for the time of year. A proactive team is tackling Serious Organised Crime gangs carrying out burglaries in Surrey.

The Chief Constable and PCC had recently signed a new ASB (anti-social behaviour) pledge with partners and are aware that persistent ASB does affect people's lives. A great deal of work had taken place and survey measures showed an increased percentage of people satisfied with the service received after reporting ASB. The PCC mentioned Community Trigger explaining that under certain circumstances an individual can apply for support via the council and request help in relation to ASB offences. This process does not seem to be well known and therefore the PCC wished to publicise it more widely.

The latest **finance report** showed that the revenue budget was showing a small underspend. Police officer and staff pay was showing an underspend, with overtime showing an overspend. The PCC wanted to be clear that every penny of the precept will be spent on front-line policing. In terms of overtime, the CC reported that there have been huge demands from operations taking place across the country requiring Surrey's assistance. The CC is monitoring this regularly.

The **capital programme** provided an update on investment in IT, infrastructure, vehicles and premises. The PCC commented that spend against budget was better than in previous years.

Speaking to the paper on **workforce planning**, the Deputy CC explained that the precept increase for 2019/20 has enabled the growth of 48-64 additional police officer posts. The 64 posts will be filled by May 2020 once all relevant training has been passed. There have been 42 transferees to Surrey, some from the Metropolitan Police. A further 18 are in the process of joining. 133 recruits were taken on last year. Surrey has 78 officers allocated from the increased Government grant. Surrey Police are on target to achieve this by May 2021. This is part of a 3 year programme. Surrey Police are hopeful that the year 2 allocation will be in the region of 100 Officers. The PCC remarked that with the police officer uplift this year, the precept approval and operational uplift in the second year this works out to be in the region of 190 additional officers or thereabouts which is a 10% increase. He added that if the Government gave Surrey its fair share this number would be over 200.

The Deputy CC explained that the Force are putting a great deal of effort into tackling **rural crime**. Surrey Police have two dedicated full time Rural Officers to

support in this effort. They wear green epaulettes to differentiate them from other officers. These officers are proving to be a real success in Tandridge where the area has seen a high increase in rural crime. Surrey Police have also noticed an increase in satisfaction levels however there are still some challenges. The CC and DCC met with the NFU (National Farmers' Union) and other agencies recently which was an extremely positive meeting. A more detailed report is provided separately to the Panel.

Updates on Mental Health recommendations and Integrated Offender Management were taken in Part Two. The OPCC gave an update on progress being made on bidding for funding for Surrey from the Home Office Safer Streets Fund.

26 March 2020 – Private Meeting

Agenda items were:

- Performance Scorecard
- Domestic Violence Investigation
- Serious Youth Violence
- Revenue budget update
- Medium Term Financial Plan
- Covid-19 Update
- File Quality Update

The Deputy Chief Constable (DCC) spoke about key performance areas on the **performance scorecard**. In terms of burglary, Operation Spearhead had been in place pre Covid-19 and was having an impact in reducing burglary from the middle of February. Proactive work had been in place including a good result following a car stop which identified a suspect who was charged with 16 burglaries with potentially 14 more across Surrey and other counties. Other stop and checks had taken places as well as regional activity which had led to a number of arrests. An increase in solve rates should be shown for March.

The Chief Constable (CC) said that the solve rate was the most pressing performance issue and outlined the force improvement plan which focussed on call handling to ensure the right approach from the start, volume crime best practice and domestic abuse investigation.

The PCC asked about the recruitment pipeline. The CC said that recruitment was continuing, including PCSOs (Police Community Support Officers). He had been to see the new recruits and seen new social distancing training approaches in place, including remote dial-in training. The national initial assessment centre was currently halted, but this could help in the long-term with an opportunity to reform the way initial assessment was carried out.

The panel has previously requested a copy of the Force Performance Scorecard that is presented at these meetings. A copy is provided as requested reflecting the March meeting discussions. This is an internal document used for the Chief Constable to scrutinise force performance and to add wider context for the PCC when scrutinising against the Police and Crime Plan. For Panel scrutiny of the Police and Crime Plan, please see the separate report.

The CC reported that the force was looking at a new proposed **domestic abuse investigation** model. However, the model was still being tested and had yet to be agreed. The decision would come back to the PCC at a future meeting.

The PCC had asked for an update on the **Serious Youth Violence strategy** and to date he felt that the partnership work had identified the people to target or help but action seemed to be lacking. The CC said that the force had not been waiting until the report to start activity and had in place actions including a schools intervention pilot in Woking and Surrey Heath. The PCC asked that the strategy go to the next Joint Health and Wellbeing/ Community Safety Board for formal sign-off.

The force's Chief Finance Officer presented the latest **revenue report**. This included a reported underspend of £0.8m and savings being on target. The financial impact of Covid-19 was expected to be in the next financial year. A finance officer has been allocated to capture costs so that the force can draw down on Government funding when needed.

The latest **Medium Term Financial Plan** (MTFP) for Surrey Police was considered. The PCC said that the force was in a good position thanks to Government funding and council tax increases. The PCC asked that in future efficiency savings were still sought and were renamed reinvestments. The force still needs to make efficiencies e.g. in IT, to allow greater investment in front-line activities. The OPCC's CFO highlighted the future likely impact of Covid-19 on council tax collection funds.

The CC provide a briefing on Covid-19 and the policing response covering the national operation. The top national priorities for policing are around providing PPE (Personal Protective Equipment) and police powers for enforcement. The policing message is clear that police are in it together with the public. Surrey Police aim to engage, explain and, if necessary, enforce.

In terms of demand for Surrey Police, Op Apollo is collating all the information. Current crime trends and demands on police include:

- A reduction in acquisitive crime and dwelling budget
- Commercial burglary could be an increased risk
- An increase in online scams and fraud
- Some increase in door to door scams

- Calls to police to break up small groups of people
- Some assaults and thefts at shops.
- An expected increase in domestic violence reporting as Covid-19 continues

In terms of impact on staff, recruitment and training is continuing. Officers and staff are generally keeping distances but reminders are being sent. Officer Safety Training has been adapted for distancing but is also continuing.

The PCC gave his thanks to the top team and the rest of the force for their policing effort during the Covid-19 pandemic. He spoke about the need to move on at the right time to business as usual and the recovery phase.

The PCC said that **file quality** needed improving. The CC agreed and said that file quality was a regular feature of discussions with the CPS (Crown Prosecution Service). The Assistant CC is co-ordinating activity including looking at the role of Quality Assurance Teams in providing clear guidance and checklists. The force are also pushing the CPS to prioritise certain cases at this time, for example Domestic Abuse.

21 May 2020 - webcast meeting

This was scheduled as a webcast meeting. The meeting was held via force internal Skype and the OPCC communications team recorded the public part of the meeting and have made this publically available. Reports from this meeting have been made available on the PCC's website.

Agenda items were:

- Performance Report
- Police and Crime Plan
- Workforce Planning
- Finance Report
- File Quality Update
- Environmental Strategy
- Covid-19 Update

Discussing the current force **performance report**, the Chief Constable (CC) update that the force had the 6th lowest police recorded crime rate in the country, with significant recent reductions due to the Covid-19 pandemic. Some key crime areas, such as burglary, had been seeing a reduction before the lockdown. Whilst positive outcome rates were down for the year, there had been a recent small upturn and the CC expected this trend would continue. Public confidence data was showing an improvement and 999 and 101 call answering performance remained good and stable. The PCC praised call handlers for their hard work to keep good performance during the pandemic. Some areas of

demand were falling, particularly levels of repeat missing individuals. However, there had been a 14% increase in mental health related incidents reported to the police in the last 12 months.

In the light of the PCC elections being postponed, the PCC has outlined 3 areas he would like the force to focus on in support of the **Police and Crime Plan** (these are detailed in a separate paper to the panel). The Deputy Chief Constable (DCC) spoke to a report outlining the force's support for these 3 areas and the plans in each one. The update included:

- **More Police Officers and Frontline Staff** - Over the 3 year period the force are aiming to recruit 78 officers in the first year, the precept has meant 22 specialist uniformed officers can be recruited and despite Covid, the force are hoping to meet their recruitment targets. The PCC raised a concern around how many officers the force are losing. The CC advised that this is being monitored and less were leaving at this current time and some who had left were transferring back to the force.
- **Better Crime Prevention** - It was confirmed the Prevention and Problem Solving Team has been set up and have been reviewing burglaries from the last 3 years and results should be available later this month. Op Signature is in place for victims of fraud to help give advice and put preventative measures in place and a Volunteer Fraud Prevention Programme is being introduced.
- **More Crimes Solved** - It was reported some areas have improved, including serious sexual assault and robbery but more work is to be done. In terms of burglary, Operation Spearhead had been in place pre Covid-19 and was having an impact in reducing burglary. The force are working on solve rates with a comprehensive investigative improvement plan and are introducing a resolution centre with a dedicated team working on slower time incidents over the phone. A Volume Crime Investigation Improvement Plan will focus on reviewing how volume crime is investigated, investigation framework, interviewing skills, court files and capabilities of supervisors.

The force Head of Finance updated on the current revenue and capital spend position for the **finance report**. There had been an underspend overall and the efficiency plan had been delivered. More details on finance are provided in a separate report to the panel.

Under Part 2 of the meeting, the CC gave an update on current **workforce planning**. This included an update that every area in the force has a named individual that residents can contact. The PCC asked that this is publicised more widely with the details of people to contact.

Also discussed in part 2 were the plans in place to improve **file quality** for police files going to the Crown Prosecution Service and the current update on policing of the **Covid-19 guidelines**.

RECOMMENDATION

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

APPENDIX

A) Surrey Police Force Balanced Scorecard.

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