

Police and Crime Commissioner Bi-Monthly Management Meeting July 2013

Value and Respect for All

Surrey Communities

Surrey Police recognise that we rely on the consent of the public we police and it is therefore important to our legitimacy that we are representative of, and fair to, all communities that we serve. Everyday officers make critical judgements and decisions and it is important that they do this against a value set based on both fairness and respect. We therefore we have a set of organisational values to define the standards which govern the behaviour of individuals in their working lives. Our values are:

- Service
- Quality Leadership
- Drive and Determination
- Achieving Team Results
- Respect for All
- Innovation with Purpose

Values based interviews

To help ensure our values are embedded in the organisation, we introduced values-based interviews for all new police officer recruits. For the last two years anyone wishing to train to become a police officer has had to pass a values-based interview as the last phase of the recruitment process. This is to ensure we only recruit probationers who understand and share our values so that we can be confident that they know what good service and respecting the public look like. These interviews have now been included in the recruitment process for Special Constables. Values are also incorporated in the promotion process with candidates being expected to demonstrate an understanding of, and evidence how, they uphold them at interview boards from Sergeant level up to the recent Chief Officer recruitment process. All candidates for police staff posts are also expected to understand and evidence our values at interview stage.

Engagement

Surrey Police is undertaking an extensive review of how we engage with the public, staff and partners, to identify where improvements can be made, so that the best possible service can be provided to our public that reflects their needs and expectations. The review has initially focussed our Neighbourhood policing teams and a number of improvements have already been identified.

This review forms part of a continually evolving engagement strategy that is reflective of changing communities' needs and will now be extended to include the police Response and Criminal Investigation teams.

Engagement takes many forms, including work with minority communities, businesses, rural communities, as well as the wider public (e.g. through open days).

Improvements in our engagement with the public are already taking effect. Recent work with Asian taxi drivers has resulted in increased trust and confidence across a community that was facing a

particular crime problem. The increased trust has allowed for other areas of concern to be addressed, leading to multi-faith crime prevention events and regular panel meetings including a female-only event at the local Mosque, both a first of their kind in the county. Work with the Polish Community in Elmbridge has notably reduced issues around street drinking and drunkenness, and increased engagement with this community. The language barrier and misconceptions of the Police had meant many community members were not contacting the Police even in an emergency. This has now changed and a surgery is held by a Polish-speaking PCSO in a local Polish shop.

Customer Service

To gain an understanding of victims' satisfaction we survey approximately 300 victims of crime (burglary, vehicle crime, violent crime and racial incidents) and 400 victims of Anti-Social Behaviour (nuisance neighbours, rowdy/inconsiderate behaviour and vehicle nuisance/interference) per month. The surveys are currently outsourced to an independent market research company. The satisfaction figures and free-text comments coupled with other performance data provide us with customer insight which is scrutinised in a number of forums such as the Force monthly performance meeting SPECS, and the monthly Victim Care Board. In addition, the Force has introduced a team which carries out 'real time' satisfaction checks with victims, to check whether the service provided was good enough and put interventions in place if not.

The Victim Care Board uses the latest performance data to direct activity and initiatives to improve satisfaction. There are a number of workstreams led by business owners and the Customer Service Policy Advisor to improve satisfaction and achieve the Chief Constable's aspiration of being a top-10 Force nationally. Examples of the workstreams include; ICT enhancements involving SMS texting to improve the flow of information between the police and the public, victim's code compliance audits, closer alignment between Customer Service and Professional Standards Departments for organisational learning, a Victim Care internal communications plan, and benchmarking against the Government's Customer Service Excellence Standard.

Satisfaction performance is improving and over the past year Surrey's national position has increased from 33rd to 22nd out of 43 Forces.

The public are also surveyed externally in relation to their confidence in local policing, and Surrey Police has maintained its position as highest in the country for the level of public confidence in us. This is indicative of the work of the Force to understand the community, be known and accessible, and be responsive to local needs.

Rural Affairs

Surrey Police has a team of 17 Rural Communities Officers (RCOs) specialising in Gypsy/Traveller Liaison, Country Watch and Wildlife Crime. There is at least one per borough with some having two or three, and the increased number of wildlife crime referrals from agencies and the public suggests a new confidence that Surrey Police have the expertise to advise and investigate. RCOs directly interact with a large number of Surrey and regional groups and agencies regarding rural crime, wildlife, and wildfires, so problems can be resolved at the earliest opportunity.

Work undertaken includes a saddle marking service which makes it virtually impossible to sell marked saddles on the black market; joint working with colleagues in neighbouring and other

regional Forces to disrupt and detect cross-border criminals carrying out rural crimes under cover of darkness; and patrols on off-road motorbikes to reduce anti-social behaviour in rural locations. Overall rural crime has reduced by almost half in the past two years and tack thefts have reduced by nearly 75%. Community feedback to cross-border operations suggests greater confidence in the police. The team also produce flyers to help educate people about selected issues such as air weapons, dogs, horse passports, quad bikes and fly tipping/waste carrier licenses.

Head of Rural Affairs, PC John Hockley has received national recognition, including the Queen's Police Medal, for his work with Gypsy/Traveller Communities, such as setting up the first Neighbourhood Watch Schemes at Traveller sites and dealing with the problems of anti-social behaviour and traveller children being kept out of schools.

Stop and Search

The Force Senior Responsible Officer for Stop and Search is the Assistant Chief Constable, and authority for the management is delegated to a nominated Chief Superintendent lead, who is responsible for the governance of Force Stop and Search activity. The Chief Superintendent works closely with the Heads of Diversity, Intelligence and Performance to ensure robust and transparent oversight. They also provide direction and control for Stop and Search policy and procedure, supported by the Stopwatch steering group.

The Chief Superintendent chairs the quarterly 'StopWatch' strategic group where performance is monitored and procedures are directly managed. Random sample testing is conducted at the StopWatch board by senior managers and members of the Independent Advisory Group. This allows strategic intervention where issues of fairness or effectiveness arise and enables the Force to have a clear oversight of activity. The Force Analysis Unit provide a quarterly report to StopWatch which examines a range of performance datasets. This is done for residents and non-residents and also includes breakdown by ethnic group. The product highlights trends, patterns and issues and is used to inform governance, training and communications material.

A range of mediums are used in Force to promote the appropriate use of Stop and Search including the intranet, blogs, departmental e-mails, briefings and posters. Issues identified by StopWatch inform this activity and have included appropriate use of powers, disproportionality, documentation requirements, and common errors.

In March 2013 Her Majesty's Inspectorate of Constabulary (HMIC) conducted a 'Stop and Search' inspection to determine the effectiveness and fairness of the police use of their powers to stop and search people. HMIC considered the policies, procedures and performance in relation to stop and search, and also reviewed 200 search records completed by officers whereby Surrey Police achieved 92% compliance.

Organisational Learning

The Independent Police Complaints Commission organisational learning bulletin, which is produced to help the police service learn lessons from investigations and other operations of the police complaints and conduct system, is published on the Force intranet for all to read. Our Professional Standards Department have also started creating a database of organisational learning from complaints including those that were not upheld dating back to January 2013 and are working with

the Victim Care Board to implement processes to use and disseminate this going forward. Some options were suggested and we will report back to the PCC on progress in due course.

Independent Advisory Group (IAG)

The Force has an IAG which consists of members of different parts of the community, and acts as a critical friend. It reviews current practices and activity, and provides advice around proposed new initiatives which may have an impact on the community. It also acts in support of the Force for fast time incidents, for example with members providing advice in the response to an event and sitting on Gold Groups.

Integrity

The Chief Constable has very clearly set out her position that Surrey will reach the highest standards of integrity. She has made clear statements about standards of acceptable behaviour and taken the decision to publish the names of all dismissed individuals together with details of the acts that led to their dismissal; a new dress standard was launched on 25 June to ensure high standards of appearance, and the Force is introducing name badges for all officers and staff. This has resulted in debate internally with mixed views, which are being worked through, however the Force is convinced that this is the right thing to do for the public.

The Chief Constable has also instigated a review as to whether ex-police officers should be eligible to apply for police staff posts upon retirement. The Force encourages an open culture where colleagues feel able to report wrongdoing; there is an anonymous reporting system via the Force intranet to encourage reporting where otherwise people may fear doing this, and an online discussion forum for colleagues to share concerns and ideas.

Surrey Police Officers and Staff

Personal Development Reviews (PDRs)

A revised approach to PDRs has been gradually introduced for all officers and staff since April 2011. The new approach stresses the quality of the conversation (and so the relationship) between colleague and line manager. Forms are no longer the focus, and assessment of overall contribution includes behaviours as well as objectives/role requirements. The PDR workshops recently run Force wide have emphasised that the conversation for a 'good performer' should surround the value of their contribution and thank them for that. The new process also links objectives directly to Force strategy and so improves colleagues' understanding of the part they play in the overall Force picture.

Staff Survey

A staff survey runs three times a year to understand staff attitudes and to provide a health check of the organisation. The survey asks 15 questions broken down into four sections reflecting the factors that most influence an environment in which people are able to do their best possible work: basic needs, teamwork, leadership and development.

Taking part in the survey gives staff a chance to shape the organisation, and the tracking of responses helps the Force to make improvements where they are most needed. As a Force we are working towards a transparent environment where we are open, honest and respectful and the

survey is a tool to allow this. The information supplied on the survey is not used to identify individuals and all demographic questions have a 'prefer not to say' option.

The staff survey is supported by UNISON, the Police Federation, SWAY (Surrey Women's Association), SPACE (Surrey Police Association of Culture and Ethnicity), SPectrum (representing lesbian, gay, bisexual and transgender staff) and SPAN (Surrey Police Ability Network). The latest staff survey launched on Monday 1 July and will run until midday on Monday 22 July.

Leadership Training and Emotional Intelligence Workshops

Human Resources ran a workshop/forum for all staff in Support Services towards the end of last year, focusing on communication within Support Services. This was run by an external company who then provided a report at the beginning of this year with their detailed findings. The report was taken to the senior leaders within Support Services.

A number of 'quick wins' were identified that could provide some positive changes in the short term. One of these was a day's input on emotional intelligence for all first line managers within Support Services. The aims and objectives of this course include:

- Knowledge of their spheres of control, influence and concern
- A clear understanding of how working relationships can be improved through effective communication
- An insight into the underlying emotions which shape our own and others' behaviours and beliefs
- An ability to control and deal with our own emotions
- The skills to read and respond effectively to the emotions of others
- An understanding of how to build empathic relationships with others
- The awareness to share these skills with those around them, maximising the benefits of emotional intelligence

This course was run for 36 people and the feedback was extremely positive. As a result sessions will be organised for Heads of Professions and Chief Superintendents.

Values Exercises

To review their implementation after one year, the Corporate Communications team ran a Force-wide values-based exercise once they had been in place a year. Furthermore, front line leaders from different departments have worked together to coordinate how they and their teams collectively can and will deliver and demonstrate the values.

Leadership Events

The Force runs regular leaders briefing events for senior leaders to ensure they have an opportunity to speak to and hear from the Chief Officer Group (COG) about the Force direction, priorities and other specific topics. The events are interactive, including workshop sessions as well as presentations. At the most recent events were held in June and early July a large portion of the day was devoted to values and respect for all and agenda items included:

- Using the staff survey -what do your staff want from you as leaders and what do you need from COG to enable you to be an effective leader?
- What does COG need from the senior leaders group to enable the priorities to be achieved and the Force to be a high performing, value led organisation?
- Why living the values and putting the victim at the heart of all we do is so important

- Victim care and integrity
- What stops us getting it right every time? - common professionalism issues that the Force experiences and what we can do to overcome some of these barriers
- How can we make sure our staff behave professionally and with integrity, particularly when faced with budget cuts and on-going

Exit interviews

The Force has an exit questionnaire in lieu of an interview. When a questionnaire is returned to the Shared Business Service Centre it is reviewed for reports of problems such as bullying or inappropriate behaviour and if present, these issues are sent on to Employee Relations for action.

Conclusion

As can be seen from the above Surrey Police is committed to valuing and respecting all staff and Surrey residents and there are many workstreams ongoing to ensure we continually review and improve the service we give to all.