

# Office of the Police and Crime Commissioner for Surrey

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To: The Home Secretary  
HMIC

PO Box 412  
Guildford  
Surrey  
GU3 1BR  
Tel: 01483 630200  
Fax: 01483 634502  
e-mail: [surreypcc@surrey.police.uk](mailto:surreypcc@surrey.police.uk)  
Website: [www.surrey-pcc.gov.uk](http://www.surrey-pcc.gov.uk)

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## ***Response from Kevin Hurley, Police and Crime Commissioner for Surrey to the HMIC reports 'Police Effectiveness 2015 (Vulnerability): A national overview and An inspection of Surrey Police'***

As the HMIC is aware, Surrey Police performance in protecting from harm those who are vulnerable is of concern to me. A combination of the HMIC inspection feedback, performance information and reports from my staff attending force boards have led me to have increased concerns in this area.

I was disappointed but not surprised to see that Surrey Police was one of four forces graded as inadequate by HMIC. Given the gravity of the issue, we have not waited until the report was published to take action.

Upon identifying concerns, I set up a specific scrutiny panel commissioned in June and set for early August 2015. At this time, Surrey Police had recently been inspected and were struggling with increased reporting in the area of public protection. Due to lack of suitable information provided by Surrey Police, this scrutiny was rescheduled for early September 2015. This scrutiny did not at that time provide me with the evidence that Surrey Police had an adequate plan in place to address their shortcomings. I followed up the scrutiny with a letter to the Chief Constable detailing all of my concerns. I also asked HMIC to assist me in improving the force's capability.

Since then, the OPCC has worked with the force in ensuring that a suitable action plan is in place to address my concerns and the later published HMIC recommendations. A detailed action plan for public protection is now in place. This includes the recommendations made in the HMIC reports on vulnerability.

I held a further scrutiny panel in November to receive the final action plan and to begin to monitor progress against the actions set out in the plan. I specifically requested updates against the draft HMIC recommendations. I am pleased to report the following progress:



- Additional staff have been put into local specialist safeguarding units and the Central Public Protection Teams. This will allow Surrey Police to bring workload levels down to that staff can effectively manage their cases.
- Increased dedicated supervisors - Each geographical base (Staines, Reigate and Guildford) now has a dedicated Public Protection Detective Inspector with eight Detective Sergeants based in Staines, nine Detective Sergeants based in Reigate and seven Detectives Sergeants and two uniformed Sergeants in Guildford.
- An independent team of specialist advisors has been brought in to audit and mentor staff
- Surrey Police is now using CAID (the national Child Abuse Image Database)
- Increased funding for digital forensic examinations
- Investment into training for specialist roles – this has been funded from £1m reserves which I have made available for training
- I have agreed a retention and reward package for staff working in public protection to make these roles more attractive for staff.
- Funding from the victims fund available to me for a CSE Partnership manager and a CSE co-ordinator plus support funding for WiSE (What is Sexual Exploitation) workers to improve partnership co-ordination of activity in Surrey
- A new Detective Chief Superintendent, a proven specialist in this area, has been appointed from an external force

More specifically on the recommendations made in the vulnerability report for Surrey:

- All the HMIC recommendations are reflected in the force improvement plan
- In terms of the recommendation to act to improve child abuse investigations, a comprehensive communications strategy has been implemented in relation to Child Sexual Exploitation (CSE) internally and externally. Internal communications focused on staff awareness of what CSE was, the signs of CSE and the fact victims were vulnerable and CSE is child abuse.
- On-going training has been conducted with Safeguarding Investigations Unit (SIU), investigations and response teams.
- There have been face to face training inputs to all Borough Command Unit (BCU) supervisors, senior management teams and delivered by BCU Commanders to wider teams to raise awareness.
- In June 2015 an audit was completed of all Child Abuse investigations by BCU supervisors to identify investigative and safeguarding gaps. Actions have been allocated to improve investigations and safeguarding. Completion of these actions is overseen by the BCU Commanders.
- Surrey Police has employed an independent standards team to continue the audit process to ensure investigative and safeguarding standards are maintained. Their remit is to also provide face to face mentoring support for Child Abuse investigators.
- To improve management of cases, Surrey Police have increased the number of DCIs for Public Protection from 2 to 4, from January to May 2015. Since June 2015 additional supervisory resources have been put into SIUs, increasing supervisors to 8 DS and 2 DI's per SIU. Business cases are being submitted to address resources demand and supervision within all central teams.
- In terms of the recommendation in relation to missing children, all missing children are reviewed and recorded by the Missing Persons Co-ordinator.



Referrals are completed to Children's Services and repeat missing children are identified. Repeat missing children are referred to the area Missing And Exploited Children's Conference (MAECC) to oversee and manage the risk. Missing Persons Teams were devolved to BCUs in April 2015 to allow the ability to flex divisional resources to investigations of high risk. BCU resources also allow for a resilience of Senior Investigating Officers (SIOs) cover for investigations where crime could be involved. Additional training for those responsible for risk assessing missing children has been prioritised and will be delivered between January and March.

With regard to the areas for improvement highlighted in the report:

- Surrey Police has implemented a system of risk assessments and family files are attached to nominal records on Niche (the force crime and intelligence system) to ensure all information is available to accurately assess the risk to victims. We have provided direction and advice to staff in their use. Additional advice for staff has been made available. Training is being provided for contact staff on risk and key factors in relation to children focussing on all the points identified from HMIC inspections
- Compliance with the Victims' Code is routinely monitored in SIU by the Victim Care Team, down to officer level. Reports are produced on a quarterly basis and shared with management teams to identify trends and manage individual's performance. Since the Victims' Code was introduced in November, the force has communicated the changes and statutory duties and these elements have been included in the Public Protection Standards Team Standards Checklist for use in mentoring once deployed into SIUs
- There is an established process for the referring of children at risk to partner organisations through the Multi-Agency Safeguarding Hub (MASH). There has been significant training in respect of this process which has been in place for 3 years. An audit process has also been introduced.
- Surrey Police has delivered a comprehensive CSE awareness campaign both internally and externally, working with Surrey County Council and Victim as well as training and guidance. A joint CSE Problem Profile has been commissioned utilising Police and Surrey Children Services information. The tactical problem profile for CSE will be delivered for December 2015 incorporating police and Surrey County Council data. Police and partners are working on wider information sharing in this area with a view to completing a Strategic Assessment for CSE in Surrey incorporating all partnership data. Staff in custody have been trained in child and vulnerable adult safeguarding. Oversight meetings are held in local areas to oversee risk assessments and direct activity in relation to children at risk of CSE.

My role is to hold the Chief Constable of Surrey Police to account. The report refers to my priority placed on putting victims at the centre of the criminal justice system and states that the force leadership is determined to improve services to the most vulnerable members of the community and is working hard to bring this about. However, the report found that "HMIC still has outstanding concerns about the capability and capacity of the force to safeguard vulnerable people and investigate crimes committed against them". Translating priorities and commitment to improve into action is the key area of



leadership and management that needs to be addressed. This is why I consider the inadequate grading given by HMIC and the ill served victims of crime to be a failure of strategic leadership.

I have worked with Surrey Police to ensure that the right resources are in place for public protection. I have released £1m of reserves for training and given the Chief Constable a further £1m operational reserve. Taking into account the funding settlement, my proposed precept plans for 2016/17 and savings plans in the force, I am currently considering the business case for an on-going increased investment of £2.9m into public protection. Overall, Surrey Police will be investing an extra £4.9m to protect the vulnerable.

Putting victims at the centre of the criminal justice system and protecting the vulnerable is one of my top priorities. I will continue to scrutinise Surrey Police, the implementation of their action plan and their performance until I am satisfied, on behalf of the public, that the vulnerable in Surrey are being protected from harm and that offenders of are being brought to justice.

I look forward to the next HMIC inspection. Meanwhile I will continue to scrutinise and hold the Temporary Chief Constable to account on the improvement plan.

I would like thank all those members of Surrey Police who have worked tirelessly in this hitherto under resourced area of operations. I am grateful for their dedication.

I am grateful for the diligence and commitment of HMIC and staff who conducted this inspection.

Kevin Hurley, Police and Crime Commissioner for Surrey

