

To: Office of Police and Crime Commissioner – Management Meeting

Date: 15th March 2016

By: DCI Juliet Parker

Title: HMIC Police Effectiveness, Efficiency and Legitimacy (PEEL) Assessment 2015

Purpose of Report/Issue:

To provide a summary of the HMIC PEEL 2015 report, recommendations and response.

Introduction/Background:

This is HMIC's second assessment of the effectiveness, efficiency and legitimacy with which Surrey Police keeps people safe and reduces crime. PEEL gives the public information about how their local police force is performing in several important areas. It does this in a way that is comparable both across England and Wales, and year-on-year.

Report Detail:

HMIC Assessments (statement of pillar judgements)

- The extent to which Surrey Police is **effective** at keeping people safe and reducing crime **requires improvement**.
- The extent to which Surrey Police is **efficient** at keeping people safe and reducing crime **requires improvement**.
- The extent to which Surrey Police is **legitimate** at keeping people safe and reducing crime is **good**.

Effectiveness

In the HMIC's effectiveness inspection, they judged the force to require improvement in the way in which it keeps people safe and reduces crime. The way it prevents crime and anti-social behaviour is good, but the quality of some crime investigations requires improvement. The force works well to stop some re-offending and it has good arrangements in place to ensure that it can fulfil its national policing responsibilities. However, it needs to improve how it tackles serious and organised crime in Surrey. Of concern is the force's inadequate approach to protecting and supporting some vulnerable victims, especially children who have been subject to abuse. This is the first year HMIC has graded forces on their overall effectiveness so comparison of their year-on-year effectiveness is not possible.

Efficiency

HMIC found that the force is partly prepared to face its future financial challenges. The force has a good track record of effective financial management and understands the savings it has to achieve up to 2019/20. However, it does not have a thorough understanding of the demands for its services and is not able to match its resources to these demands. The force has recognised this and is currently identifying a new way of organising itself (its operating model) that is designed to help it to meet demand while remaining within its future budget. In last year's value for money inspection, which considered how forces had met the challenge of the previous spending review period, Surrey Police was judged to be good.

Legitimacy

HMIC found the force to be good in respect of its legitimacy. The chief officer team takes the need for an ethical workforce seriously. It was instrumental in the successful introduction of the Code of Ethics. Local neighbourhood policing teams have a good understanding of their area and engage positively with the public. Taser is used fairly and appropriately, and the force complies with most aspects of the Best Use of Stop and Search scheme. This is the first time HMIC has graded forces on their legitimacy, so no year-on-year comparison is possible.

Leadership

The Chief Constable and the chief officer team have demonstrated strong leadership by identifying and effectively addressing a range of issues, many of which were the result of an historic underinvestment in skills and capabilities in some areas of the force. The force's positive future direction to develop its leaders and to motivate officers and staff has been communicated effectively. HMIC found an ethical style of leadership across the organisation and a largely effective performance review process that is closely linked to development opportunities and training programmes.

Recommendation(s) and Response:

Effectiveness Recommendations:

The HMIC provided four areas for improvement (AFI) in respect of the forces approach to investigating crime and managing offenders. These areas for improvement centre around ensuring staff are appropriately trained, that investigations are completed in a timely manner, there is active supervision of investigations and that the force improves its digital evidence service.

Response: The force has a training program to address training and Policing In Your Neighbourhood (PiYN) which is due to go live in April 2016 will deliver progress on these AFI's. The force is also investing in its digital forensic capability.

The HMIC also provided three areas for improvement around the forces ability to tackle serious and organised crime.

Response: The Head of Serious and Organised Crime is addressing these AFI's and an action plan for the force to improve is currently being drafted.

Efficiency Recommendations:

The HMIC provided three areas for improvement. These were about our response allocation and deployment and our new model for neighbourhood and emergency policing (PiYN).

Response: PiYN is due to go live in April 2016 when the areas for improvement can be properly assessed in conjunction with the HMIC.

Legitimacy:

There were no areas for improvement or recommendations arising out of the Legitimacy inspection.

Risks: Force detective strength, this risk is on the Force Risk Register and is monitored at the Strategic Risk and Learning Group (SRALG), chaired by the Temporary/ Deputy Chief Constable.

Attachments/ Background Papers: N/A

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