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**Police and Crime Commissioner
Performance Meeting – and Webcast**

21st September 2016

10am

Council Chamber, Waverley Borough Council Offices and Webcast

Attendees:

David Munro (PCC – Police and Crime Commissioner)
Alison Bolton (Chief Executive – Office of the Police and Crime Commissioner)
Ian Perkin (Treasurer – Office of the Police and Crime Commissioner)
Johanna Burne (Senior Policy Officer – Office of the Police and Crime Commissioner)
Nathan Rees (Communications Manager – Office of the Police and Crime Commissioner)
Harriet Doe (Minutes – Office of the Police and Crime Commissioner)

Nick Ephgrave (CC - Chief Constable – Surrey Police)
Gavin Stephens (T/DCC – Temporary Deputy Chief Constable – Surrey Police)
Paul Bundy (Head of Finance – Surrey Police)
Juliet Parker (Head of Strategic Planning – Surrey Police)

Agenda Item	Subject/Note	Action
	<p style="text-align: center;"><u>Part One</u></p> <p>The PCC introduced the meeting and described his role.</p> <p>He highlighted that the meeting would largely focus around key areas of focus – these are not the only priorities but are merely the ones the PCC wished to focus on during this meeting. The priorities were:</p> <ul style="list-style-type: none">• Performance of the non-emergency 101 number• The new PiYN (Policing in Your Neighbourhood) system• The current disturbing delays in bringing perpetrators to justice• Estates	
	<p><u>101 number</u></p> <p>The CC described that call handling is dealt with in 2 ways – the emergency 999 number and the non-emergency 101. He wanted to reassure the public that in terms of emergencies, response is extremely high in Surrey – 94% within 10 seconds of the call being answered and dealt with. With regard to the non-emergency response number (101), Surrey Police try and answer within 60 seconds. The Chief noted that never in his tenure as CC or DCC has this been</p>	

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	<p>achieved and performance has actually deteriorated. Currently the figure for meeting this target is below 40%. There are various reasons for this.</p> <p>Overall, volumes of calls have increased and following the introduction of a revised and extended risk assessment process, each call takes longer to process. Once connected, however, the service is professional, thorough and comprehensive. The PCC stressed that there is much disquiet felt across the county around 101 performance and noted that people really don't feel the service is good enough. The PCC stated that he had spoken to many individuals who had been left on the line waiting for a long time.</p> <p>The CC went on to say that it would be easy to have the service responding in 60 seconds, but the level of service members of the public would ultimately receive would be diminished. Surrey Police have a significantly enhanced risk assessment process now, which is more robust, and the Force cannot deconstruct the good work they have done in response to the drive for greater crime recording integrity and enhanced risk identification and assessment. Surrey Police could recruit more contact handlers, but unfortunately there is not the budget to do this at this time and so any increase in call handlers would mean a reduction in posts elsewhere in the organisation, potentially diminishing the service provided at a different point.</p> <p>There is, however, a plan for improving 101 performance, based on a number of elements. One element is to help the public better understand what is/isn't a job for the police – this can be done through campaigns. There is also a new project which means accelerating the use of direct officer input (thus reducing the workload of call handlers); it had been anticipated that this would come in earlier, but unfortunately there have been some issues with MDTs (Mobile Data Terminals). However, this issue could be mitigated by officers using computers. The Chief Constable noted that, currently, a reasonable amount of demand on 101 was generated internally.</p> <p>There is also work underway to introduce a call-back facility or a queuing system on the 101 line. The Chief went on to add that there has been some noticeable improvement recently when it comes to 101 performance – in September Surrey Police reached 48% in terms of calls being answered within 60 seconds, which was an increased figure from both July and August. The direction of travel is moving up.</p> <p>The PCC highlighted that improvement is urgently needed. The PCC asked the CC for any indication of timescales in terms of performance improvement. The CC answered that it was a difficult question to answer. In terms of direct officer input he could not give a timescale as Surrey Police do not know when exactly this will be implemented. The CC stated that he doubted that Surrey Police would reach their target by the end of this financial year.</p>	
	<p><u>Estate Strategy</u></p> <p>The PCC noted that the Surrey Police estate(s) needs improvement,</p>	

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	<p>as they were not supporting effective policing. Having efficient buildings is imperative to good policing.</p> <p>The CC noted that estates are an opportunity to modernise and increase efficiency and effectiveness. The introduction of PiYN was based on officers based in localities. Over the course of the rest of the financial year the Chief has a small team of individuals being led by the T D/CC who are coming up with options for estates. The ideal scenario would be the disposal of old and inefficient buildings, releasing capital to invest in the development or acquisition of new buildings, including perhaps a new building in the Gatwick area that will be used for those functions that are collaborated with Sussex Police.</p> <p>The PCC added that it is about ensuring there is a balance between centralising buildings and having visibility in neighbourhoods.</p>	
	<p><u>PiYN (Policing in Your Neighbourhood)</u></p> <p>The PCC commented that PiYN has been a fundamental change and reviewing PiYN is part of his plan.</p> <p>The CC stated that he feels that PiYN is an 'in between position' from what policing used to be like and what it will be like in the future. Local residents now have locally based and locally accountable police. Every borough and district now have a local area policing team. The fundamental difference with PiYN is that officers are now given responsibility for cases from 'the cradle to the grave' – they see a case through from beginning to end. We no longer have the continual handing over of cases, and thus the quality of work is better. There are also more uniformed officers patrolling and more officers to respond and investigate. Initially as PiYN is developed Surrey Police is discovering that local arrangements are being made to ensure officers don't need to 'parade' from one of the three divisional bases, thus saving time. The model is evolving, the 6 month review is progressing and includes performance monitoring, HR and Finance, focus groups, surveys and also Senior Officer feedback. The report is being compiled and will be landing with the Chief in November, when he will then pass it on to the PCC.</p> <p>The PCC commented that he has received lots of feedback in relation to PiYN; lots positive and some negative. The fundamental transformation needs to bed-in. One criticism the PCC raised was that of up skilling – PiYN requires a lot more police officer and staff being trained in new skills. The PCC commented that he had felt that whilst some officers were pleased with this, some were apprehensive.</p> <p>The CC answered that this was an issue that Surrey Police had to tackle – there is a whole generation of officers (some at Inspector level) who have never had responsibility for investigating a crime. Training is at the forefront of the design of PiYN. Some officers find this harder than others. 1000 officers were trained before PiYN went live. There is also a Public Protection Standards Team to help officers. The Chief commented that this had all gone better than he thought, although he was not complacent, and Surrey Police continue</p>	

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	<p>to invest in training.</p> <p>The PCC asked the public to let him know their experiences of PiYN, and highlighted that he was very keen to hear about their experiences.</p>	
	<p><u>Current delays in bringing perpetrators of crimes to justice</u></p> <p>The PCC highlighted that current statistics when it came to bringing cases of rape and serious sexual assault in front of the courts were unacceptable. Residents of Surrey who have been victims are not getting the justice they deserve in a timely way. The PCC noted that he understood that this issue was not solely a policing matter.</p> <p>The Chief commented that these crimes are the most difficult and serious cases. They are known as high-harm offences and there is an improving picture in terms of Surrey Police performance. The positive outcome rate for high-harm offences has improved and the volume of these crimes has levelled off. The Surrey Police have seen an improvement in police ability to charge individuals. However, there are still examples of victims waiting months to see if their case goes ahead. The CPS (Crown Prosecution Service) and HM Tribunal Service are obviously also heavily involved in this issue.</p> <p>The CC went on to explain that Surrey Police have experienced delays in their RASSO cases, once referred to the CPS for a charging decision. However, the picture is improving and the backlog has reduced. Is it the rejection rate that is causing the delay, and this is often down to third parties, for example the NHS or DVD compatibility but also due to file quality on the part of the police. Sometimes DVDs with evidence on them are not in the correct format for the CPS and so they reject them. Surrey Police are working with the CPS to try to alleviate some of these issues.</p> <p>Currently the wait can be as long as 3 to 4 months to get a charge/no charge decision in Surrey. In Hampshire the average turnaround is reported to be around 15 days although some cases will take longer, so we can see there is huge disparity between locations. Surrey Police has completed a lot of work on file quality and time limits, which has done a lot to improve attrition rates. The PCC asked what attrition rate meant. CC Ephgrave answered that it is when a case doesn't proceed to a conclusion. The CC commented that he was trying to reassure the public that improvements have been made. The CC noted that more lawyers within the RASSO team at the CPS would help, and this is something that Surrey Police need to continually raise with them. Surrey Police have also suggested embedding lawyers within the Force, and have also said they would put an officer in with the RASSO team at the CPS to try and speed up the process.</p> <p>The PCC noted that the Office of the Police and Crime Commissioner were on standby to help fund extra resources.</p>	
	<p><u>The Police and Crime Plan</u></p> <p>The PCC noted that cutting crime and keeping Surrey safe was</p>	

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<p>arguably one of the most important priorities noted within his plan. However, new crimes are emerging, for example modern slavery, and he asked for the Chief's take on this.</p> <p>CC Ephgrave stated that this was one of the biggest challenges facing modern policing. Crime in public spaces is what the police traditionally dealt with and residents expect to have a visible police presence. However, we have seen a reduction in public crime, for example car crime, but this has been compensated by an increase in private space crime, for example domestic abuse and crimes using the internet. There is now more crime taking place that the police can't easily reach. The police now have to take a different approach, and satisfy the need of visible policing for the public, as well as building capacity to tackle private space crime. A lot of money has been spent bolstering this.</p> <p>In terms of performance, crime in some areas has risen as Surrey Police have worked hard to improve crime data integrity. This means that allegations have to be recorded whether they are heard informally or formally. The Chief noted that he was confident that this increase should level off. The PCC stated that this was a bold statement to make, and asked CC Ephgrave whether he was confident that Surrey Police were on top of this issue.</p> <p>CC Ephgrave answered that one element is improving crime data integrity – the amount of new crimes as a result of better reporting will level off. The other element is the number of new crime types being created. A third element is the confidence of victims to come forward and report crime; we don't know how many individuals there are out there who still feel too vulnerable to come forward.</p> <p>The PCC commented that certain elements such as changes to legislation which brought about new crimes were out of Surrey Police's control, but the key role that the police do have is preventing crime.</p> <p>The CC agreed that the legislation aspect is out of Surrey Police's control, but that prevention was indeed one of the only ways to deal with the demand. Education is crucial. Surrey Police also deal with young people differently, for example the Youth Restorative Intervention scheme which diverts young people out of the criminal justice system. There is also currently a project looking into female offenders. The spreading of information/education can be fairly easily done through campaigns, and public crime can be reduced, for example by the design of town centres.</p> <p>The T D/CC noted that yesterday, (Tuesday 20th September 2016) Surrey Police received 957 calls through to 101 and out of those calls only 150 were crimes. One third of the calls were related to health and social welfare issues. T D/CC Stephens went on to explain that Surrey Police were working with partners to help reduce crime and try to solve problems before they become crimes.</p> <p>The PCC asked the CC to set out Surrey Police's plans in regards to terrorism and all that it implies.</p>	
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	<p>CC Ephgrave noted that terrorism is rarely out of the headlines, and the first thing to say would be that it is a national response, and many assets are national assets. Surrey Police are in the process of increasing the number of armed officers by 50%. This obviously takes time and is not easy; the programme of training has started and the aim is for it to be delivered over 18 months. A series of exercises has also been run across Surrey and Sussex, as it is sensible to work on the assumption that in the event of an incident both counties resources will be drawn upon. Surrey Police are also working closely with the military. There is also a South East Regional Counter Terrorism Unit and a regionally managed Special Branch with a local footprint.</p> <p>The PCC noted that it is important for the Surrey public to be alert and stated it is up to everyone to be vigilant and report any suspicious activity.</p>	
	<p><u>Financial Reporting</u></p> <p>The CC noted that Surrey Police were looking at a slight underspend this financial year, mostly due to the number of vacancies being carried. It is true that Surrey Police need to make significant savings over the next 4 years. Within the report Surrey Police have used the red/amber and green methodology to show where they think they will save/won't save. There is also an additional colour – purple – which has been used to show estimated savings. Business leads have also been asked to give an indication of what they think they will be able to save. The methodology is currently going through the Joint Change Board, as most are based on a joint approach with Sussex Police. In the last month a radical assessment has been completed by the Joint Change Board. The challenge for Surrey Police will be to firm up the purple savings and find out more about the red savings. The PCC commented that savings must be achieved as only then can the Surrey Police move forward. The Office of the Police and Crime Commissioner will also help to ensure that the financial plan is stable.</p> <p>The PCC noted that he appreciated that a large area of policing had not been covered in the webcast, but it doesn't mean that it is being ignored. The CC added that he was very confident in the senior team that Surrey Police have.</p> <p>The PCC commented that he had been very impressed with all of the officers and staff he had met so far. He asked members of the public to get in touch with him with any comments and then concluded the webcast section of the meeting.</p>	