

Office of the Police and Crime  
Commissioner for Surrey

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PO Box 412  
Guildford  
Surrey  
GU3 1BR

Tel: 01483 630200  
Fax: 01483 634502

e-mail: [surreypcc@surrey.pnn.police.uk](mailto:surreypcc@surrey.pnn.police.uk)  
Website: [www.surrey-pcc.gov.uk](http://www.surrey-pcc.gov.uk)

November 2016

To: The Home Secretary  
Her Majesty's Inspectorate of Constabulary

Dear Home Secretary and HMIC

***Response from David Munro, Police and Crime Commissioner for Surrey to the HMIC report 'PEEL: Police Efficiency 2016'***

I am pleased with HMIC's assessment on the efficiency of Surrey Police which is a reflection of the hard work officers and staff have put in over the last year to improve the efficiency with which Surrey Police operate and the improvements made in the overall leadership of the force.

Surrey Police has made great strides in understanding and meeting the demands of modern policing. This has been achieved at a time when police budgets remain tight so it is particularly pleasing that the report notes that the force has sound financial plans in place for the future.

Although great progress has been made in addressing those areas highlighted in last year's inspection, we all recognise there is more to do to make Surrey a safer place for the people that live and work here.

The report has highlighted some areas for improvement in terms of resourcing and understanding current and future demand, especially in respect of 101 calls. The Force recognises the urgent need for improvement in our 101 response and I am encouraged that over the last two months we have seen some real improvements in performance in this area. Improved performance in the non-emergency number is a key part of the Police and Crime Plan and I have been scrutinising this area closely over the last 6 months and will continue to do so.

I have asked the Chief Constable to specifically address the two areas of improvement made within the report. His response was as follows:

**101 calls:** While our 999 performance remains strong, with 93% of calls answered within target, we know our call handling performance for non-emergency (101) calls is below where we want it to be and this is a priority for the Force. To address this we are maintaining staffing levels, introduced a new call handling system and there is an ongoing review of processes to make them more efficient. This has resulted in an improvement in performance over the past few months. Figures for late

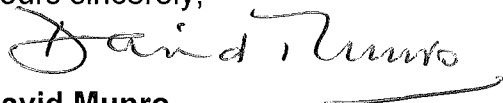
October show that 53% of our non-emergency calls were answered within the target of 60 seconds – an improvement from 48% in September. Work continues to improve this further and to reduce unnecessary demand while ensuring that each caller who really needs us receives a high level of service and an improved response to identify and respond to risk.

**Area Policing Team (APT) staffing levels:** The Policing in Your Neighbourhood (PIYN) model went live at the start of 2016/17 and we knew it would take time for officers to be up-skilled, confident and empowered to work in new ways and for the increased officer numbers to be recruited and trained. We have significantly boosted officer recruitment, with more frequent courses and a maximum number of 48 officers in each of the next three intakes. These, combined with the other recent intakes already out on division, are already starting to ensure better APT staffing levels and reduce the pressure currently being experienced. This will only improve as our new probationer intakes are posted.

I am heartened to see positive references to the Policing in Your Neighbourhood model. The preparatory work to develop PiYN has evidently given Surrey Police an improved picture of the demands for its services. I welcome the additional work now being undertaken to better understand the demands arising from hidden and emerging crimes. The review of PiYN that is referenced in your report is now drawing to a conclusion. I am satisfied that PiYN represents a sound model for the future, but will be keeping a close eye on the emerging recommendations, particularly those relating to improving communication and engagement with local communities.

I am committed to working with the Chief Constable to ensure we meet these areas for improvement and sustain the efficient way Surrey Police works in the future. I remain confident that the force will successfully overcome the challenges it faces, in this as in all areas of policing in Surrey.

Yours sincerely,



**David Munro**  
Police and Crime Commissioner