

**To: Office of Police and Crime Commissioner – Management Meeting**

**Date: 29th March 2017**

**By: CI Andrew Rundle**

**Title: HMIC Police Effectiveness, Efficiency and Legitimacy (PEEL) Assessment 2016**

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**Purpose of Report/Issue:**

To provide a summary of the HMIC PEEL 2016 reports, recommendations and response.

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**Introduction/Background:**

This is HMIC's third 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.

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**Report Detail:**

HMIC Assessments (statement of pillar judgements)

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

**Effectiveness**

In the HMIC's effectiveness inspection in 2015, they judged the force to require improvement overall in the way in which it investigates crime. In 2016 the overall judgement was good but with a clear message that the force still needs to improve how it investigates and supervises less serious crime. Marked improvements were noted in the way in which the force safeguards those who are vulnerable and how victims are supported. The force was found to have a better understanding of the threats posed by serious and organised crime however additional work is required to identify those at risk of being drawn into serious and organised crime and to work in partnership to deter offending.

## **Efficiency**

HMIC found overall that the force is good within the efficiency criteria, but still requires improvement in understanding its current and likely future demand. The force was acknowledged as developing its awareness of overall demand, particularly in respect of emerging and so-called hidden crime. An improvement was noted in how resources are used to manage demand. The force collaborates effectively with other forces and organisations in the region to improve efficiency. It has a good record of effective financial management and has sound financial plans for the future. HMIC did not identify any causes of concern in this area and therefore made no specific recommendations.

## **Legitimacy**

The HMIC found the force to be good in respect of its legitimacy in 2015 and this grading was maintained in the 2016 inspection. The HMIC felt the force treats the people it serves, and its workforce, with fairness and respect. They found that there were good systems in place to ensure that the workforce behaves ethically and lawfully. Workforce wellbeing services were also identified as good. .

## **Leadership**

The Chief Constable has conducted consultation and leadership seminars to ensure senior leaders understand his views and expectations. These messages still need to consistently reach junior officers and staff. There is limited understanding of leadership at all levels and without a review of leadership skills the force doesn't fully understand its capabilities and skills gaps. The force uses personal development reviews but the quality is mixed. They need to be used better to influence the promotion process, develop talent and manage poor performance. The force has a plan to increase the diversity within the workforce to ensure it fully representative of Surrey communities.

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## **Recommendation(s) and Response:**

### **Effectiveness Recommendations:**

No formal recommendations were made but a number of areas for improvement (AFI) were noted. The HMIC felt the force needed to develop a better understanding of local communities, particularly those that are traditionally hard to reach e.g. migrant communities and the elderly. Improvements could also be made in respect of sharing best practice within the force and across partnerships to drive continual improvement.

The area identified with the greatest need for improvement was the investigation of crime. The HMIC recognised that the force should ensure all investigations are completed to a good standard with active supervision. The force should improve its capability in the area of analysing digital sources of evidence e.g. mobile phones and computers. Offenders should be circulated promptly on the police national computer and named /outstanding suspects promptly located and arrested. Improvements could be made by widening the forces approach to integrated offender management.

The force should ensure it can identify repeat victims when initial calls are made. The HMIC also identified a need for the force to understand the recent decline in domestic abuse arrests and the charge summons rate to ensure appropriate action is taken.

In the area of serious and organised crime the HMIC identified a need to develop, in conjunction with partner agencies, local crime profiles to target activity. The force needs to identify those at risk of being drawn into serious and organised crime and work with partners to ensure that preventative projects are in place to deter offending. Finally the force needs to enhance its understanding of the impact of its activity against serious organised crime to maximise the disruptive effect of activity.

**Response:** The PEEL Efficiency report was published March 2017 with AFI owners still to be agreed with lead chief officers. AFIs will then be tracked on the Force Risk Register and monitored at the Strategic Risk & Organisational Learning Group (SRALG).

### **Efficiency Recommendations:**

Whilst no formal recommendations were made in this area the HMIC identified a need to better understand current and future demand for service. Particular reference was made to the need to manage the volume of 101 calls. A second area of improvement was to ensure the force has sufficient resources to meet demand.

#### **Response:**

1. The DCC has commissioned a report to provide a refreshed understanding of current demand, and likely future demand.
2. The force is monitoring resource levels each month and deployable resources have improved month on month. Further context is being considered as part of PEEL inspection preparation.

### **Legitimacy:**

There were no formal recommendations arising out of the Legitimacy inspection however a number of areas for improvement were identified. The force should improve how it identifies and understands the issues that have the greatest impact on public perceptions of fair and respectful treatment. The force should improve how it reinforces to its workforce the expected standards of behaviour, particularly when dealing with vulnerable people. The force should improve how it identifies and understands its workforce's wellbeing needs. The force should improve how it manages individual performance.

#### **Response:**

1. Heads of department have been tasked to consider potential ideas for obtaining a meaningful understanding of the issues that have the greatest impact on public perception of fair and respectful treatment.
2. Reinforce standards of behaviour, particularly with vulnerable people: Revised and republished Force Police Staff Conduct Policy (Feb 2017). Global email/routine order re sexual misconduct, reinforced by PSD NCALT training package. Protecting Vulnerable Victims Policy in development. Sexual Misconduct Action plan to improve proactivity and

focus interventions in this area. Reviewed all live misconduct cases, and discussed threshold for referring recordable conduct with IPCC resulting in new referrals.

3. Well-Being Strategy for Surrey and Sussex to be published April 2017, this will result in actions and activities that will address the well-being priorities of the force. The well-being priorities across both Surrey and Sussex are being considered for the year, taking into account feedback from a number of sources. These will be developed into activities under the Joint People Plan.

4. Managing individual performance: Both Surrey and Sussex are currently reviewing the application of the PDR process to make the focus of the conversation more effective and valuable for staff with a greater focus on Continuous Professional Development and role clarity / contribution.

**Leadership:**

Surrey Police should develop a comprehensive leadership skills analysis, clearly linked to the force's training needs analysis and leadership development programme.

**Response:**

This has been allocated to ACO Harwood and has also been discussed in recent PEEL inspection meetings. Whilst the force has not commissioned a comprehensive skills audit work has been undertaken across high risk commands (Public Protection) to understand the skills gap. This is an ongoing piece of work and is likely to be an integral part of the Spring PEEL Inspection.

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**Risks:**

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**Attachments/ Background Papers:** N/A

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