

**PART ONE**

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

**Date: 27<sup>th</sup> September 2017**

**By: Tamara Cooper for DCS Jon Savell**

**Title: Progress on the Public Protection Improvement Plan**

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**Purpose of Report/Issue:** To update the PCC's Performance Meeting on current progress in relation to the Public Protection Improvement Plan.

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**Introduction/Background:** In 2014, Surrey Police volunteered to take part in a pilot integrated inspection with Children's Services which was conducted by both the HMIC and Ofsted. In June 2015, Surrey Police was subject to a full national child protection inspection and vulnerability inspection, the latter as part of HMIC's PEEL Inspection Programme.

As a result of these inspections the force recognised that significant improvement and focus was required to ensure that it was capable of protecting those most at harm in our society and the Public Protection Improvement Plan (PIIP) 2015/16 was written which articulated our commitment to improving our services. This plan has been subsequently extended to cover the period from June 2015 to the current date and drives our business, articulating what we believe success looks like and what we intend to do in order to achieve the highest quality of service possible.

In conjunction with the PIIP, we also created a PIIP Action Tracker which is updated monthly and enables us to accurately record our progress and achievements against the PIIP as well as identify areas in which we consider that there is more work to do.

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**Report Detail:** Surrey Police vision for responding to risk and vulnerability is a central theme in the force Business Plan (2015 to 2020), which focuses on four operational commitments:

- Delivering our service
- Focussing on Risk and Vulnerability
- Working with Others
- Working with You.

In focussing on Risk and Vulnerability, Surrey Police has developed core principles on how we will operate, as set out below:

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### Capacity

In response to previous concerns raised about resource capacity in Public Protection Units we re-balanced resource following the implementation of the Policing in your Neighbourhood model in April 2016, which included:

- A permanent Safeguarding Investigation Unit (SIU) and Sexual Offences Team (SOIT) uplift
- Establishment of optimum workloads (15)
- Creating CSE and Missing Persons Teams on each Borough Command Unit
- Developing a Public Protection Support Unit (previously Standards Unit) in order to provide qualitative audits
- Opening a single front door Multi-Agency Safeguarding Hub (MASH)

### Capability

HMIC revisited Surrey Police in April & August 2016 and acknowledged that the force had made significant progress concerning the confidence and capability of our workforce in relation to investigation of public protection matters and safeguarding. However, we recognise that we still have work to do in improving the quality of our investigative standards and we are invested in pursuing the Chief Constable's vision of being a leading force in public protection. Amongst the improvements we have achieved to date are:

- Assigning appropriate Senior Management Leads to all Public Protection portfolios
- We have introduced a number of consistent risk assessment tools for the Contact Centre and our front-line staff
- We have further introduced a number of checks and balances through the Occurrence Management Unit in order to improve and maintain compliance rates in relation to flagging child protection and domestic abuse investigations, 39/24 (person coming to notice forms) and to check that public protection crimes are recorded and finalised correctly
- Developed a number of innovative training packages with partners, including, DA Matters and DA Investigative Training for Area Policing Teams, Honour Based Abuse and Total Respect which is a collaborative project between Surrey Police and Surrey County Councils Children's Rights Service designed to increase police understanding about children in the care system or survivors of domestic abuse environments.

### Leadership

Surrey Police understands the importance of clear and effective leadership if the force is to ensure the most vulnerable in our communities are protected from harm. We recognise the necessity for senior leaders to take ownership and responsibility to drive improvements in these key areas and we have developed the following mechanisms to support and govern our leadership efforts:

- We have refreshed and refocused our performance framework by way of the Crime Performance Board under the leadership of the Deputy Chief Constable
- The Assistant Chief Constable leads the Public Protection Executive Board which oversees the Sexual Exploitation and Abuse Management Board, the Domestic Abuse Management Board and the harmful Traditional Practices Management Board. All of these have delivery groups sitting underneath them to facilitate delivery of operational business
- We have increased our leadership response in relation to public protection. We have a Detective Chief Inspector responsible for Public Protection on each division with two Detective Inspectors supervising the Safeguarding

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Investigation Unit. Centrally, Public Protection departments are each managed by a Detective Inspector who report to a Detective Chief Inspector, Detective Superintendent and the Head of Public Protection who is a Detective Chief Superintendent

- We are developing a new working model for the Public Protection Support Unit which will focus on support, guidance and mentoring of staff, including supervisors, whilst carrying out routine qualitative investigative reviews

### **Governance**

Surrey Police promotes the importance of appropriate and effective governance structures to facilitate operational delivery. There are clear lines of governance and reporting lines to the Chief Officer Team and wider senior Partnership Boards. It is recognised that this is an ever-evolving environment and we constantly review our structures to ensure that the governance is collectively effective for Police and Partners. We:

- Have established governance to manage crime data integrity through the Strategic Crime, Incident and Recording Group (SCIRG) and force risks reporting into the Strategic Threat, Risk and Learning Group (STRALG). Both of these meetings are chaired by the Deputy Chief Constable
- Established a Force Crime Managers Meeting under the leadership of the Head of Crime to improve investigative capacity and capability across the Force
- Routinely complete reviews of all Public Protection Policies & Procedures to ensure accuracy and efficiency

### **Partnerships**

Safeguarding the most vulnerable in our society will only be achieved with the complete and determined contribution of many statutory and voluntary partners in the County. Surrey Police are absolutely committed to their role in building both statutory and informal relationships with our partners. The previous sections outlined the work Surrey Police has carried out and will continue to undertake to ensure that leadership and governance structures are in place for public protection. These strands are intrinsically linked in relation to how we will work with partners. Of note in relation to our partnership work is:

- All governance processes outlined above feed up to the Surrey Safeguarding Children's and Adult's Boards
- Continue to work to deliver a single unified service through the MASH
- Surrey have embedded at Detective Inspector (DI) within the Rape and Serious Sexual Offences Unit to enhance professional relationships with the Crown Prosecution Service (CPS) and expedite charging advice. The DI reviews all files prior to submission and directs any investigative remedial work required before CPS review. This has resulted in an improved file quality submission to the CPS and has significantly improved file and charging decision return times which are now 80% within 28 days and 100% within the 3 months which is the national service level agreement set for the CPS.

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**Recommendation(s)/Future Activity** For Public Protection Senior Managers to continue to review the PPIP and PPIP Action Tracker monthly to make any relevant and appropriate changes.

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**Actions:** We have designated all actions on the PPIP Action Tracker with Red, Amber, and Green (RAG) ratings. In total there are 71 Actions on the PPIP Action Tracker.

There are 29 Green actions which are effectively discharged.

There are 32 Amber actions which we are continuing to progress or monitor.

There are 10 actions that we have determined to be Red because we consider them to contain areas that require more work and/or scrutiny, including:

- Learning and Development for Public Protection
- Compliance with Home Office Counting Rules
- The use of Body Worn Video
- 3 actions summarised as effective multi-agency intelligence gathering in relation to CSE
- Capacity to deal with historic complex abuse cases
- Working with partners concerning return home interviews for missing children
- Safeguarding multi-agency information sharing
- Induction Package for Public Protection Senior Leaders

### **Attachments/ Background Papers:**

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