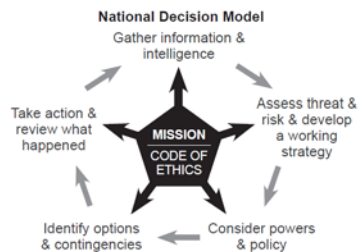




## PCC Briefing Document

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<b>AUTHOR:</b>	
<b>Name:</b>	John Boshier
<b>Job Title:</b>	DCS Specialist Crime Command
<b>Telephone number:</b>	101
<b>Email address:</b>	1820@surrey.pnn.police.uk



### What are the Policing Principles?

Accountability	<input checked="" type="checkbox"/>	Fairness	<input checked="" type="checkbox"/>	Honesty	<input checked="" type="checkbox"/>
Integrity	<input checked="" type="checkbox"/>	Leadership	<input checked="" type="checkbox"/>	Objectivity	<input checked="" type="checkbox"/>
Openness	<input checked="" type="checkbox"/>	Respect	<input checked="" type="checkbox"/>	Selflessness	<input checked="" type="checkbox"/>

## **1. Background**

- 1.1. The purpose of this report is to provide a briefing to the Police and Crime Panel in relation to the Volume Crime Investigation Improvement Plan (VCIIP) and the current progress against this plan.

## **2. Context**

- 2.1. Following the introduction of streaming in the force volume crime investigation was undertaken within CID offices. Response officers, working within the Targeted Patrol Team (TPT), were not responsible for the investigation of volume crime, beyond the initial attendance and recording, and did not hold investigative workloads.
- 2.2. TPT officers, with limited crime investigation training and relevant experience, now form the backbone of the current Area Policing Team (APT), now charged with volume crime investigation. The majority of the remainder are new officers. The majority of APT supervisors, now supervising crime workloads, were streamed response officers.
- 2.3. The training and experience gap was recognised through the PiYN project and additional training, coaching and support was implemented but, at the point that the VCIIP was commissioned, the skills and experience deficit had not been filled and there was a clear capability gap in relation to the investigation of volume crime and the supervision of these enquiries.
- 2.4. This capability gap was compounded by a capacity gap. The demand reductions planned under PiYN have not yet been achieved and APT were, at the time VCIIP was commissioned, operating below establishment and regularly below 'optimal' levels. This capacity gap restricted the ability of even trained and experienced individuals to thoroughly investigate, and additionally restricts availability to train.
- 2.5. A final issue is cultural. There was lack of an embedded investigative culture within TPT and such a culture has not fully permeated APT.
- 2.6. The pursuit of offenders to prevent and detect crime is a central theme in the Surrey Police Business Plan.

## **3. The Volume Crime Investigation Improvement Plan (VCIIP)**

- 3.1. The force recognised the need to ensure that all investigations are completed to a consistently good standard and has, in light of both last year's HMICFRS inspection and our own internal awareness, focussed on improving volume crime investigations. A detailed Volume Crime Investigation Improvement Plan, which builds upon the methodology of the successful Public Protection Improvement Plan, has been devised and is being implemented under the governance of ACC Kemp through the Volume Crime Investigation Improvement Project.
- 3.2. The overall strategic aim of the VCIIP is "to make Surrey police a leader in volume crime investigation in order to better pursue offenders to prevent and detect crime through professional, proportionate and ethical investigations."
- 3.3. The VCIIP has 3 key themes: Capacity, Capability and Leadership & Culture. Each strand is led by a divisional superintendent.

## **4. Progress to date**

- 4.1. The VCIIP is currently on track in relation to the project plan and agreed milestones.
- 4.2. Examples of progress under the Capability strand:
- 4.3. Research showed a clear correlation between lower workloads and higher detection rates and the project team proposed an optimal workload of 5 per officer, based on a review of top performing teams and professional judgement. To achieve this a force daily allocation rate of 101 crimes was necessitated. From 9<sup>th</sup> August to 8<sup>th</sup> October the average number of crimes allocated on a daily basis was 65, which has allowed these optimum work load levels to be, as an average, achieved, and maintained.
- 4.4. A review of APT shift patterns was commissioned to establish whether the existing model was fit for purpose in relation to volume crime investigation and to consider potential alternatives. It was found that although the existing shift pattern was popular with staff, and had some advantages from a wellbeing perspective, it does not optimise capacity to demand and impacts on the timeliness of investigation due to the rest day sequencing of the pattern. Proposals providing both light touch and more significant change to the pattern, seeking to balance the needs of officers and of the organisation, have now been formulated for consideration.

- 4.5. Examples of progress under the Capacity strand:
- 4.6. APT training days have been reviewed and developed into interactive thematic days targeting prioritised areas where staff feel they require the most development. Phase 1 was targeted at DA and Vulnerability; Phase 2 is targeting Investigation and Courts. Proposals are in place to restructure the development days to ensure that they are delivered locally in smaller groups ensuring that all staff get access to effective development.
- 4.7. The Initial Police Learning and Development Programme (IPLDP) has been reviewed and various changes are being effected including tutors to receive advanced interview training, tutors to actively seek out minimum of 2 prisoner handovers during the PDU ten week period, Probationer Constables to be buddied up with a named DC throughout the course of the attachment and the design of a new tutor training course
- 4.8. An attachment programme in CID and SIU for officers who have completed their training and are fit for independent patrol. Standardised process and objectives incorporating investigative workshops to develop staffs investigative and safeguarding knowledge. These workshops will be utilised to support PS and PC development for staff that have not benefited from the attachment process.
- 4.9. An accreditation process is being designed in consultation with front line officers. This accreditation process will be agreed prior to Christmas when sergeants and constables will start assessments. It will be an on-going process within APT to ensure all staff reach the desired level of investigative competence and are supported in their development.
- 4.10. Examples of progress under the Leadership and Culture strand:
- 4.11. Investigative and leadership modules for sergeant's development programme have been developed.
- 4.12. A bespoke Sergeant Case Management Training course continues to be delivered to frontline APT Sergeants, the majority of whom have no case management experience. The feedback from this training is extremely positive with officers being given clear guidance in how to complete Charging Rationales and effective compliance with HOCR and finalisation processes. Presently 64 Sergeants have been trained with 64 booked on to future courses.
- 4.13. A clearer process is being developed as a 'pathway' to enable those Leaders of the Future to follow so that they are better equipped with the skills in leadership, case management and operational policing. Officers who are identified as, or have the potential to be, Leaders of the Future will be able to develop themselves by following the processes thus better equipping themselves for future leadership roles within Surrey Police.
- 4.14. A new document has been produced to assist officers when completing handover files. This document serves as an aide memoire whilst challenging the officers to think about their decision making and initial investigation of the incident.
- 4.15. In August 2016 a survey was conducted with the APT officers 3 months after the implementation of the new policing model. The survey was recently re-run to obtain views and analyse the current views staff have regarding their capability and capacity. There is a section specifically for Sergeants and Inspectors to identify their current view on culture and perceived skill gaps. The survey, which ran for a number of weeks, has now concluded and the data will be used to direct and address any recurring themes which are impacting on the front line staff's ability to investigate volume crime. It will influence the direction being taken by the VCIP in order to address underlying cultural issues that have a negative effect on officers.
- 4.16. A good indicator of the overall effect of progress is the positive outcome rate against Total Notifiable Offences (TNOs), as the vast majority of TNOs are 'volume crimes'. Although the positive outcome rate has declined (15.2% this year as opposed to 17.8% last year) this is a 2.6% decrease against the backdrop of a 23.5% increase in TNOs. Against this context the force has currently achieved an increase of 419 TNO positive outcomes (7523 this year as opposed to 7104 last year).<sup>1</sup>

## **5. Decision[s] Required**

- 5.1. This paper is for information only

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<sup>1</sup> All figures are FYTD 26.11.17 compared with current FYTD 27.11.16.