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

20th December 2017 14:00 – 16:00

Mole Valley Council Chamber

Attendees:

David Munro (Police and Crime Commissioner) PCC
 Alison Bolton (Chief Executive – Office of the Police and Crime Commissioner) AB
 Johanna Burne (Senior Policy Officer – Office of the Police and Crime Commissioner) JB
 Ian Perkin (Chief Finance Office – Office of the Police and Crime Commissioner) IP
 Sarah Dare (Office of the Police and Crime Commissioner – minutes) SD

Nick Ephgrave (Chief Constable - Surrey Police) CC
 Gavin Stephens (Deputy Chief Constable – Surrey Police) DCC
 Paul Bundy (Part) (Head of Finance - Surrey Police) PB

Agenda Item	Subject/Note	Action
	<u>PART ONE IN PUBLIC</u>	
1.	<p>Introduction from PCC for public webcast</p> <p>The PCC introduced the meeting and welcomed those who were watching via the webcast.</p>	
2.	<p>Action update from the previous meeting – 8th November 2017</p> <p>Minutes and actions agreed.</p> <p>ACTION: PCC to attend Force wide Neighbourhood Inspector Meeting – The PCC noted this hasn't happened as yet but is in hand.</p> <p>ACTION: To amend wording in the street lighting report before it is published – PCC stated that the amendment is on the website with a further detailed report having been commissioned to see what effects, if any the street lights having been switched off is having, street by street. Work is underway with this report due to be published soon.</p> <p>ACTION: DCC to speak with ACC Steve Barry and Supt. Chris Moon about ensuring DriveSmart campaign progressed with more urgency - DCC commented that this has been re-launched with ACC Steve Barry doing his best to get momentum behind it. There is currently an organisational redesign happening in Operations Command which will include introducing the new role of Partnership Manager whose responsibility it will be to progress initiatives in future.</p> <p>The PCC remarked on the excellent work done by the DriveSmart</p>	

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	<p>campaign and noted that he is meeting with Senior Leaders at Surrey County Council in the New Year with a view to further partnership working around this.</p> <p>ACTION: To determine who investigates Fraud. Look at as part of the next PiYN review - CC remarked that the PiYN review is ongoing. The central issue is allocation of fraud crimes to the appropriate investigating body. CC explained that fraud cases can be very complicated, some involving low value crime, some much higher into thousands of pounds; each case needs to be considered on its merits. CC is waiting on the outcome of the review and will bring the findings back to a future Performance Meeting.</p> <p>Action: Fly Tipping – verbal discussion - To be discussed further in this meeting.</p> <p>All other actions completed.</p>	
<p>3.</p>	<p>Public Performance Report</p> <p>PCC commented that the Public Performance report had been gone over in great detail at the last meeting and for this meeting he wanted to look at it by exception. PCC handed over to CC to raise any points of note.</p> <p>CC began on a positive note; recorded improvement in the percentage of people who feel the Police deal with Anti-Social Behaviour and crimes that matter in their area. Increase from just under 76% at year end last year to just over 79% in the period from April-September this year. Seen a steady yet modest improvement in that measure.</p> <p>Vulnerable Victim related crime</p> <p>On a less positive side, CC noted that the percentage of positive outcomes that Surrey Police had achieved this financial year involving crimes where there is a vulnerable victim has reduced. This has reduced from 25% last year to just under 20% this year. CC detailed that crimes against a vulnerable victim would include sexual offending, domestic abuse, child abuse, hate crime, these are the crimes that Surrey Police have committed to tackling as a priority because of the significant harm involved. CC went onto say that it is important to look at these figures however in context of what's been happening with overall crime reporting of those types of crimes. In every case of the aforementioned crimes involving vulnerable people, the reporting of these types of crime have significantly increased.</p> <p>Serious sexual offending (this financial year) recording at 1,111 crimes – a 24.3% increase or an additional 217 offences having been reported to Surrey Police.</p> <p>26% increase in rape crimes being reported – an additional 95 rapes.</p> <p>CC commented that it was very positive that reporting in this area had increased as over the past few years as Police have worked hard in Surrey to increase the reporting of crime. This increase has brought with it some difficulties however as a proportion of the increased</p>	

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reporting relates to historic offending, some often many months or years prior to the offence having taken place. These often prove more complex and time consuming to work on with additional challenges being that the Force has the same number of officers dealing with far more serious crime than they were before. CC remarked that this picture is however replicated nationally across every Force. National Comparator Tables show evidence of this.

Despite the positive outcome rating having reduced for where Surrey was last year, their National position has improved and the Force is doing slightly better compared to other Forces than in previous years.

The PCC acknowledged that this is a difficult matter and remarked that although it is good that Surrey Police are going up in the league tables compared to other Forces there was still a drop in positive outcomes and more work can always be done to improve on performance. The PCC stated that both he and Surrey residents would like to know what CC is doing about that.

Surrey Police are understanding the shortfall to be a capacity and capability issue. CC commented that the current strategy to improve outcomes in this area has been:

- To reallocate resources into specialist units involving two teams: Safeguarding investigation Units and Specialist Units (the latter investigate the highest level of offending). Increased the establishment of officers dedicated to this area.
- Surrey Police have invested in additional training for staff and have brought in retired experienced Detectives to mentor and coach younger investigative teams – this has proven to be very successful.
- CC acknowledged the positive support offered by third sector organisations to victims of crime alongside the good work the PCC's office are doing in this area. Surrey Police are promoting and supporting referrals to these services amongst Officers.
- To improve conviction rates CC has invested in dedicating a Detective Inspector to work within the CPS rape and serial sexual offences unit, this unit reviews all the charges the Police put forward before they go to court and subsequently the conviction rate for those who go to court is significantly higher than it was.

CC ended by saying that whilst the numbers of positive outcomes are disappointing there is reason to be cheerful in the services Surrey Police are providing.

PCC asked CC if we could look forward to an improvement in the figures.

CC commented that it is difficult to predict this and remarked that if the numbers of reported crimes increased year on year there would be difficult choices to make, the team are working to capacity at the moment and if they wanted to improve figures they would have to invest in more Detectives in these teams which would mean losing Detectives

from other teams. There is pressure at the moment on burglaries in the county and on serious organised crime all of which need Detective assets against it.

Burglary

The PCC enquired about burglaries in Surrey noting this was of particular concern to him and local residents; Elmbridge appearing to be a hotspot in recent months. PCC acknowledged that Surrey Police are doing better than they were with regard to burglary figures but enquired what CC's response was to this?

CC acknowledged that there has been a significant rise at the beginning of this calendar year in residential burglaries. CC commented that this picture has been confused by the recent change in definition of what constitutes a residential burglary by the Home Office (adding offences such as theft from an outbuilding to the definition of burglary) which has made it harder to compare figures against the previous year. That said they have made the comparison against the same crime types and record that there has been a 20% increase in residential burglary upon last year. To add more context to this, the previous year saw the lowest figures for burglary that the county had ever experienced and Surrey Police are currently recording lower levels of burglaries now than in June 2014 - January 2015 and in the years previous to that, therefore looking at the longer term picture burglaries could still be said to be in reduction and have been in reduction on the average for about 10 years now. CC made clear that he is in no way complacent with this knowledge and commented on Operation Spearhead and the impact they have had in detecting and locking up travelling burglars from outside the UK coming to Surrey – CC stated that if you discount the spike in figures from January/February 2017 the figures would be broadly where they would expect them to be.

CC commented that he feels the Police have attacked the source of the spike in burglaries successfully and continue to tackle individuals as they are aware they haven't eradicated the problem entirely.

The PCC commented that he had attended a burglary call out with Staines Police last evening and had witnessed the officers giving crime prevention advice to the victims, noting that the first line of defence lies with the homeowner in protecting their property - PCC asked whether CC would like to take this opportunity to make a safety pitch to local residents on how to keep their property safe.

CC responded with the following advice - Ensure all windows and doors are locked and that gates and fencing are secure. Travelling burglars operate in Surrey and will look for opportunities to strike when feasible. All of these deterrents will deter a casual burglar from striking.

Surrey Police has invested in a water based property-marking product and have undertaken a targeted approach with residents in Elmbridge and elsewhere to utilise it on the property in their household. It can be sprayed on their property and appears invisible but the trace can be detected if goods are stolen and recovered. Benefit of this is in the publication of signage all across the borough to catch the eye of

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<p>would be burglars and prevent and deter them.</p> <p>PCC thanked CC for this and asked to move onto fly tipping.</p> <p>Fly tipping</p> <p>The PCC acknowledged that this is everyone's business to tackle and resolve but specifically asked what the Police are doing about it? The PCC asked about the use of ANPR in this respect and questioned how this could play a part in combating the issue.</p> <p>DCC responded by agreeing that local authorities and environmental agencies have an investigative responsibility in this area and that the Police work with these teams in partnership as part of a Joint Enforcement Team approach. Roadside events and ANPR can be deployed in fly tipping hotspots for deterrent and detection. The DCC commented that when fly tipping is dangerous and presents an issue, the police will respond in support of their partners.</p> <p>The PCC asked whether Surrey Police are on top of the issue.</p> <p>DCC remarked that there have been successes however we need to remain vigilant. We can look at the problematic areas and aim to deter/prevent hotspot areas by environmental design.</p> <p>PCC commented on the need to keep on top of this and asked to move onto anti-social behaviour and what the Police can do about that in conjunction with other agencies.</p> <p>Anti-Social behaviour</p> <p>CC explained that Surrey Police have seen a slight increase in reporting this year, particularly relating to nuisance calls which can be noisy neighbours and rowdy behaviours and environmental crime such as fly tipping.</p> <p>The responsibility for resolving anti-social behaviour issues sit with safer neighbourhood teams. We have removed some of the responsibilities from PCs and PCSOs in these teams so that they are able to focus on problem solving in their area once and for all.</p> <p>Notable successes are in Surrey Heath - they have been very proactive in dealing with noisy/nuisance neighbours and inconsiderate residents which have been removed/evicted and prosecutions have been made for drug users/dealers who have taken over the properties of vulnerable adults turning them into drug dens. PCC hoped that other areas would follow this example.</p> <p>PCC commented that most performance indicators on public/victim satisfaction are up or stabilised for victims' services which is good.</p> <p>CC asked to mention that notable successes have been made in Police adherence to the Victims Code. Performance was poor in this area - Police keeping victims informed of actions and outcomes throughout their case. There was 44% compliance to the Victims Code in May /June of this calendar year and with the help of a significant improvement plan in place this has meant performance now stands at</p>	
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	<p>75% compliance.</p> <p>PCC acknowledged the good work achieved in this area but commented that there are still improvements that could be made to see this percentage increase further.</p> <p>Tackling Rural Crime/101 number PCC remarked that the call handling of 101 improved dramatically over the past 6 months but has fallen back a bit in recent times - PCC asked CC what his plans were to get it back to where it should be.</p> <p>CC stated that he anticipates a fall in performance data over the summer months as there is generally a reduction in staffing levels due to annual leave and volume crime increases. However he acknowledged that Surrey Police have not yet managed to bounce back from this fall. CC commented that the biggest issue facing the contact centre is staff turnover and their ability to retain staff. CC explained that they are in a cycle of constant recruitment and training but are doing better than they were last year.</p> <p>In terms of the abandonment rate (the number of calls hung up on before Police staff answer the call) this has improved upon last year. CC was unsure of how many individuals end up reporting crime to Police via another route, such as online. This needs to be explored further.</p> <p>The PCC remarked how public confidence in the Police has reached a new high and is over 90% which is encouraging.</p> <p>The CC commented that he is delighted that figures have improved in this respect.</p>	
<p>4.</p>	<p>Volume Crime</p> <p>Definition of volume crime given by the CC, which are the sorts of offences that would usually be investigated by a uniform area of policing. He explained that the reason for the Volume Crime Improvement Plan was that Volume Crime level was not what it ought to be. This resulted in fewer positive outcomes and fewer offenders brought to justice.</p> <p>5 things were listed as priority areas within the plan:</p> <ul style="list-style-type: none">• Capacity of teams• Capability of teams• Leadership• Governance• Partnership Working <p>Detective Chief Inspector John Boshier (author of report) to lead on Improvement Plan.</p> <p>Recent feedback from HMIC was that this area was much improved upon, supervision and direction given to staff was improved based on</p>	

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	<p>their independent findings. CC has looked at optimum working hours for officers, looked at whether working patterns were thought to be conducive to investigations, looked at how they can better use APT training days, and amended the way recruits are introduced to investigations.</p> <p>There are a number of streams ongoing to address the problems from different perspectives.</p> <p>PCC acknowledged that positive outcomes in Volume Crime has increased slightly even with increasing crimes and static resources.</p> <p>CC remarked that prevention is better than simply solving crime; the best way of preventing future crime is by solving old crime and dealing with the offender whether that be by custodial sentence or the more preferred method in Surrey of utilising restorative justice approaches where the outcome leads to changing an individual's behaviour for good. Lots of work being done in this area to prevent crime.</p> <p>With Domestic Abuse the long term focus has always been on supporting the victim's needs and concerns. Surrey Police are currently piloting a perpetrator scheme in East Surrey focusing on the perpetrators of this type of crime with a view to breaking the cycle of their offending.</p> <p>The CC's aim is for Surrey Police to become outstanding in many areas, particularly in problem solving in the broader sense.</p>	
<p>5a.</p>	<p>Surveillance</p> <p>The PCC noted there had been a lot of work ongoing around CCTV and asked CC to comment on what his hopes were for the efficient use of this. PCC remarked that we need to ensure this is used as best it can be.</p> <p>CC replied that the Police recognise the value of CCTV and have a lot of staff invested in monitoring it however the majority of the kit belongs to the local authorities who fund it. Surrey Police are attempting to get a handle on the slightly disorganised approach to who owns the kit, who views it and who pays for the staff who view it. Superintendent Tom Budd has been tasked to review the CCTV provision across the county and see if it can be brought under one roof; creating efficiency savings where possible and increasing strategic opportunities in its use. Number of stakeholders are involved in this - Supt. Budd set up a stakeholder day in September to hear everyone's views which were all quite different across the districts. Number of options being worked on at present to ensure a positive solution that all stakeholders can sign up to.</p> <p>Surrey Police obliged to comply with a Surveillance Camera Code of Practice (2012), this relates to overt surveillance and serves to safeguard public confidence in the use and legitimacy of CCTV. Surrey Police are looking at compliance across Local Authorities in regard to this and areas for improvements are being taken forward by Supt.</p>	

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	<p>Budd.</p> <p>CC acknowledged finally that CCTV is a technology of yesterday, increasingly people have mobile cameras on their phones and body worn cameras are in operation everywhere. Where CCTV adds to this is that it remotely monitors areas and can be tracked back and pick up something that perhaps wasn't witnessed by a member of the public or Police Officer.</p> <p>CC gave an anecdote of a recent arrest he witnessed where CCTV played a part in the quick and efficient conviction of an offender, noting that it still has its place.</p> <p>The PCC noted the importance of partnership working in this area to ensure we are as efficient as can be in the proper use of CCTV.</p>	
<p>5b.</p>	<p>ANPR Cameras and Success</p> <p>PCC reiterated that there have been some teething problems - some cameras have been in use for a long time and some recently installed cameras are alright but the software has taken some time to get into operation.</p> <p>CC gave an overview of the situation in Surrey - 63 ANPR locations, covering approximately 233 lanes of traffic and fixed sites, 42 mobile systems which can be deployed where necessary.</p> <p>Surrey Police get a huge number of ANPR read outs a day. The vast number are notifications of no insurance. Where ANPR is particularly useful to the Police is in tackling crimes in action - tracking down vehicles involved in recent crimes. Many examples where this has been used to track criminals and hone in on them.</p> <p>Future for ANPR given the vast number of standard hits it generates, is to focus on high harm/high risk criminality.</p> <p>Retention period for data is currently 2 years - Surrey Police have been advised to reduce this to 1 year and will get in line with this.</p> <p>PCC asked CC for assurances that all the cameras are currently working/connected up.</p> <p>CC expressed that he couldn't say with complete certainty that all cameras were working but that he hadn't been told anything to the contrary.</p> <p>ACTION: CC to enquire if all ANPR cameras are currently working/connected up and that teething problems are now solved.</p>	<p>CC</p>
<p>6.</p>	<p>Proceeds Of Crime Act (POCA)</p> <p>PCC commented that the report looks to contain good news. The amount of money recovered is increasing year by year and there appears to be a surplus. PCC asked the CC what the plans were for</p>	

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	<p>this money.</p> <p>CC commented that each year some money has been carried forward from the previous year, this surplus has commonly been used to assist the general Police budget in previous years. Half the money generated goes on wages of those in the unit. There is a healthy revenue stream for the Force. CC happy to review how the surplus is used but has no personal suggestions at present.</p> <p>ACTION: CC to speak to ACC Jeremy Burton on how best to use the surplus.</p>	<p>CC</p>
<p>7.</p>	<p>Race and Disparity Audit</p> <p>The PCC commented that what struck him most about this report was that the number of victims per 1,000 of the population amongst all racial groups but one, are more or less the same. Real disparity within the black community with this group being 3 times more likely to be victims of crimes than anyone else. The PCC asked CC why he thought this is.</p> <p>CC remarked that he had spent 25 years in Policing London in mixed demographic areas, predominantly South London where the situation was certainly, for both victim and offender profiles, disproportionate towards the black community.</p> <p>CC commented that he could not explain the Surrey figures as it is a complex picture, with many influencing factors and the Surrey demographic is a very different demographic to South London. CC's sense was that this is not a matter of Police officers acting in a racist way or targeting people for the colour of their skin, but acknowledged that when you look at the figures it looks stark.</p> <p>CC recalled the Lammy report which makes plain that this disproportionality exists throughout the Criminal Justice System.</p> <p>CC admitted he did not know the answer to it but remarked that he felt the matter ultimately boils down to trust in the Police or lack of trust in Authorities in general.</p> <p>In Surrey, the force rigorously audits stop and search activity and use an independent advisory group as 'critical friends' to dig in to the figures as they are presented. Oversight of stop and search in Surrey as good as anywhere, slightly better than some, however Surrey still has a disproportionality issue, much like every other Police force.</p> <p>PCC remarked that the BME representation within Surrey Police officers and staff is of concern. Percentage of BME individuals in the force is way behind percentages in the community. PCC asked CC how he was going to get more BME officers and staff on board?</p> <p>DCC agreed this is a vital issue. He agreed that building trust and confidence with BME communities in the Police is really important so that they feel it is a police force for them. Interaction with young people is key; the Cadet scheme fosters early engagement with communities to</p>	

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	<p>show them what Policing is all about. Successes have been in ensuring representation levels in Cadet scheme is greater than in the service with activities in recruitment including a Mentoring scheme where they reach out to members in the community and help them understand the recruitment process and support them when they come into the organisation.</p> <p>Surrey Police have appointed 2 Positive Action Roles, they start in January 2018 and will continue the outreach work looking for opportunities in minority communities to recruit to Surrey Police. There is much work to do.</p>	
<p>8.</p>	<p>Child Criminal Exploitation (CCE)</p> <p>PCC asked for CC's views on the report compiled by ACC Burton.</p> <p>CC explained that the term is in common use fairly recently and is used to describe juveniles who are enticed into criminal activity by adults by inducements (money/cigarettes/alcohol/sexual favours) leading to the exploitation of the child. This is presenting some of the biggest demand issues for the force currently, dealing with children, particularly those who are housed otherwise than at home who continually run away and are becoming involved in exploitative organisations.</p> <p>There has been a strong focus in Surrey on this over the past 18months - 2years. Enormous effort has gone in to raising awareness of the signs of exploitation, educating officers. Reporting has increased significantly in the last few years. Actions against perpetrators has taken off. Surrey Police deploy high end Detectives against Child Sexual Exploitation (CSE), covert operations targeting gangs and groups exploiting children.</p> <p>CC mentioned county lines which is where criminals from inner cities export drug supply activities into county towns and use local young people as drugs mules. There are a number of proactive operations running against these organisations with a significant amount of arrests in county, deconstructing networks.</p> <p>Lot of good partnership work happening with Health Authorities, Surrey Youth Services to support young people when extracted from the situation they are in. CC has spoken about this at a lot of events and publication has been displayed widely to bring this issue to the forefront of everyone's attention.</p> <p>CC explained that Child Sexual Exploitation is exactly that and applies the same methodology to Child Criminal Exploitation, except that CSE concerns obtaining sexual activity from a child rather than criminal activity such as running drugs, stealing cars.</p> <p>PCC asked if CSE should be given a higher priority.</p> <p>CC commented that in Surrey the force give both CSE and CCE a very high priority in safeguarding children and take action against the perpetrator.</p>	

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<p>9.</p>	<p>Mental Health</p> <p>PCC mentioned this is of great concern to all public services and referred to the report by Amy McLeod (Mental Health Advisor) which details what the Police are doing to help.</p> <p>DCC summarised by saying that the report details the work the Police are doing on mental health in partnership with other services to reduce repeat and avoidable demand from mental health and make sure those in mental health crisis receive the most appropriate support. It also details how the Police are preparing for new regulations that come in under the new Policing and Crime Act (2017).</p> <p>The force seeks wherever possible to reduce avoidable demand on acute mental health trusts. They also offer additional training, better use of CCTV, agreement of protocols as to who takes overall responsibility and extension of street pastors to support people in A&E whilst they await treatment.</p> <p>Surrey Police have in the past raised concerns with CQC. Not afraid to hold partnerships to account when necessary.</p> <p>Surrey Police meet on a monthly basis with Mental Health Trusts. One particularly successful initiative is the Surrey High Intensity users Programme (SHIP). Officers on West Surrey seconded into this working alongside care coordinators which has resulted in calls for service going down, detentions under the Mental Health Act going down, and episodes of missing persons going down. Surrey are investing more resources into this initiative for Officers on East and North Surrey. In addition to this they are appointing a lead for vulnerable and missing adults to work alongside the Mental Health Advisor.</p> <p>Surrey Police are well prepared for the new regulations in the Act and have a good track record in recent years in ensuring custody centres are not used as places of safety. In this financial year they have not been used once and it is in excess of three years that Surrey have not had a child in custody.</p> <p>PCC very pleased about this and thanked the DCC for his summary.</p>	
	<p>AOB</p> <p>Police Disclosure</p> <p>PCC referred to the recent bad news in the press concerning Police disclosure, leading to the collapse in two rape trials at the last minute.</p> <p>The PCC asked for assurances as much as possible from the CC that the right procedures and precautions are in place for this not to happen in Surrey. The PCC asked CC to comment on this.</p> <p>CC stated that although he could not comment on these particular cases, he stated that disclosure has been difficult to get right in the force for a number of years.</p>	

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	<p>The vast majority of failures in disclosures occur in volume crime cases. CC has recently taken it upon himself to develop a National Disclosure Improvement Plan which he is presenting at Chief's Council in January and is a matter of high importance.</p> <p>The matter of inaccurate disclosure is not a critical issue in Surrey. The CC informed the PCC that they monitor trials that fail due to disclosure and are improving their position. A lot of this hinges on the ability to train and educate officers on the importance of disclosure as it isn't straightforward. The CC suggested that the forms used are overly complicated and they are looking at how processes can be streamlined at an earlier stage with better supervision. A disclosure working group has been formed and is led by Lynette Shanks who oversees Criminal Justice matters. CC has asked for nominations for a Chief Officer to be a champion for disclosure in Surrey.</p> <p>PCC commented that he chairs the Criminal Justice Board for Surrey where they will get a more formal response from the Police and everyone else at that as this is a matter of obvious concern.</p> <p>Finance</p> <p>Government proposal for Police funding came out yesterday which the PCC said was good news. The amount of money coming from central government is the same as last year, PCC expected this might be less so very positive about this. The Government has listened to intense lobbying from Police Chiefs and Police and Crime Commissioners to be given greater freedoms to increase the precept which is felt to be the right thing to do. Since the announcement we are looking at recommendations for the Police precept that all council tax payers pay.</p> <p>PCC would like to hear responses from residents on what they think the right balance is, their ideas on how we reconcile conflicting objectives. Papers to be published at the end of this week on the PCC website.</p> <p>Part one of the meeting closed.</p>	
	<p><u>PART TWO IN PRIVATE</u></p>	