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

22nd March 2018, 10:00 – 12:00
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 Gordon (Office of the Police and Crime Commissioner – minutes) SG

Nick Ephgrave (Chief Constable - Surrey Police) CC
Gavin Stephens (Deputy Chief Constable – Surrey Police) DCC
Neil Roberts (Chief Information Officer – Surrey and Sussex Police) CIO
Paul Bundy (Head of Finance - Surrey Police) HoF
Yvonne Ferguson (Strategic Planning – Surrey Police)

Agenda Item	Subject/Note	Action
	<u>PART ONE IN PUBLIC</u>	
1.	<p>Introduction from PCC for public webcast</p> <p>The PCC welcomed those watching the webcast. He opened the meeting with the news that the HMICFRS had published its Effectiveness report the previous day which had rated Surrey Police as 'good' in all areas. He congratulated the force on this achievement.</p> <p>The CC was pleased with the report which showed that the force had improved over the last 18 months. One Area for Improvement related to offender management. A new Integrated Offender Management approach was currently being piloted in Staines and if successful would roll out across the rest of the county. More generally, the CC stated that the force needed to get ahead of the game when it came to offender management and this would be done through a problem solving approach, which itself features as part of the force's focus over the next 12 months. The plans to become a 'problem solving force' had been relayed to junior managers at the CC's and DCC's roadshows. The aspiration was always for the public to receive the best service.</p> <p>The PCC raised concerns about today's national media headlines relating to the non response to 999 calls. He questioned whether Surrey was one of the forces that had a problem. The DCC reassured the PCC that there was no backlog of 999 calls in Surrey and that its position wasn't reflective of the media headlines. Surrey received between 10,000 and 12,000 999 calls each month of which 75% were answered</p>	

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	<p>within 2 seconds and 95% within 6 seconds. Each call was assessed for risk and given a grading. Response times for grade one calls was 66% within 15 minutes and 82% within 20 minutes.</p>	
<p>2.</p>	<p>Action update from the previous meeting</p> <p>Joint Event with Partners re: reducing repeat harm - the DCC had had an initial planning meeting with ACC Kemp. Chief Superintendent Ali Barlow would be the lead. An internal event was due to take place with Sussex colleagues soon and the operational themes would come out of that. The PCC would be updated on these themes and a joint event would be arranged.</p> <p>ANPR - the CC confirmed that Surrey Police had 42 active ANPR sites that they owned and operated. In addition it had seven redeployable cameras that could be moved across the county as the need required. Surrey County Council owned 60 sites across the county of which 30 were operational. A plan was in place to make all 60 sites operational by the end of March 2018. Surrey Police would then be able to access the data from these sites.</p> <p>ACTION: To inform PCC when SCC ANPR was fully operational.</p>	<p>DCC</p> <p>CC</p>
<p>3.</p>	<p>Public Performance Meeting</p> <p>The PCC was concerned that the positive outcome rate for solving crimes against vulnerable people was low. The CC said that there had been a total volume increase in that crime type compared to last year. The rise in reported crime was replicated across the country. It was concerning but also reassuring that victims were coming forward. The Force encouraged reporting and had an improved response to incidents. The reality was that the number of officers hadn't increased but they were having to deal with an increase in demand. The number of detections was largely the same as the previous year but the number of reports had increased so therefore the positive outcome percentage was reduced. Surrey compared favourably against other forces. Its performance in relation to serious sexual assault and rape had improved compared to its peers.</p> <p>The PCC questioned how the Force would tackle the problem. The CC said that it was a difficult balancing act. The Force had already invested significantly in uplifting the SIU (Safeguarding and Investigation Units) and SOIT (Sexual Offences Investigation Teams) and they were just managing to cope with the increased demand. They could move in more officers to these units but it would mean sacrificing from other departments. This was constantly under review by the DCC.</p> <p>The PCC noted that TNOs had increased but that the figures appeared to be stabilising. The CC said that the increase was slowing down which was the same across the country. Surrey was just below average for percentage increase in TNOs. The HMCIC had put a focus on crime data integrity two years ago so, for example, something that would have been classed as ASB two years ago would now be recorded as a minor crime such as a public order offence or criminal damage. The redefining of crimes was part of the reason for the increase as the Force had no discretion over how to apply the Home Office counting rules. This figure</p>	

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<p>would become less impactful in future years.</p> <p>The PCC noted that there was also a reduction in the positive outcome rate for high harm crime. The CC noted as above that this was partly due to the volume increasing but the detection numbers remaining the same which would in turn cause the percentage to decrease.</p> <p>Hate crime was also increasing. The PCC was aware that this was due partly to an increase in reporting. The CC said that the Force took incidents of hate crime very seriously. He agreed that part of the increase was due to the confidence in reporting. National events also caused a spike in incidents, such as terrorism incidents. A lot of work was being done with the disabled community who were actively encouraged to report incidents. The PCC said that it was important that the Force kept pushing the message to victims to report incidents.</p> <p>Burglary rates had increased and the PCC asked what the Force's position was in tackling the increase. The CC said that it had been a difficult year in terms of domestic burglary increases. This was in part due to the change in definition but there had also been a genuine rise. Operation Spearhead related to the large number of offences attributed to travelling criminals. 40/50 arrests had been made of criminals that travel to London from South America to join organised crime gangs to specifically burgle homes across the Home Counties. Surrey was targeted due to its close proximity to London. The operation was designed to target the individuals carrying out the crimes but it was also important to target the organisers. Surrey was currently involved in a joint operation with the Metropolitan Police Service to target the organisers. The PCC was optimistic that the Force would get on top of this problem. He expressed frustration on behalf of the Surrey public who were affected by these gangs.</p> <p>The CC emphasised that although figures were high they were lower than those of 10 years ago. He reassured the PCC that there was a lot of activity happening. He also talked about preventative measures. A protective marking kit was being distributed to residents in North Surrey (not exclusively) and rural areas called SelectaDNA which residents would be able to use to mark their property. If items were stolen the offender would become contaminated with the marking fluid and would be easily identifiable as the perpetrator.</p> <p>The PCC said that he would closely monitor the burglary figures as it was one of his top concerns.</p> <p>Statistically, ASB satisfaction had increased which was good news. It was important that the Force kept on top of it. The PCC raised a concern about so called 'Nottingham Knockers'. It had been brought to his attention by a member of the public that these salesmen can be quite aggressive in their demeanour. He asked what could be done to tackle this. The CC said that the most effective antidote would be not to answer the door unless you know that you are expecting a visitor. The message from the local neighbourhood teams would be to use caution when answering your front door and to consider the possibility of having a spy hole fitted. The police would respond to reports where there was a risk of threat, risk or harm but the CC didn't want to raise expectations</p>	
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	<p>that police would respond to all reports as in most cases, no crime is being committed. He encouraged those who felt intimidated or vulnerable to report such incidents so that the local teams would be able to deal appropriately and consider the intelligence when out on their general patrolling duties.</p> <p>Satisfaction levels were still high but slightly lower than last year. The PCC asked for the reasons for the slight decrease. The CC said that ACC Kemp had been tasked with driving up satisfaction. Being kept informed was a key element and there had been an increased push in officers complying with the Victims Code. Compliance for last year was lower than 50% and this had increased to 75% in November 2017. The increase in compliance would in turn lead to an increase in satisfaction. First contact performance was at 90%. The CC was confident that the activities that were being led by ACC Kemp were a move in the right direction.</p> <p>The PCC was pleased that retention was higher than it was. However, he was concerned about the capability gap in relation to detective constables. The CC said that attrition was a concern last year. The Force assumed that on average 12 officers to leave the force unplanned each month but last year the estimate was exceeded and there were 16/17 officers leaving each month. This caused difficulties for the recruitment team who were unable to fill the gap. A contributing issue was the fact that officers were leaving and taking their skills with them and the Force was bringing in new recruits who required training so it was difficult to manage the skills gap. The figure was now back to 12 officers per month and part of this was due to the retention package that the Force had been able to put in place with the PCC's agreement. The gap in detective constables was partly on purpose as the Force wanted to increase DCs and reduce PCs to maximise opportunities. The optimum number of DCs had not yet been reached but the CC was confident that it would. The shortfall was a national issue as well, not one just seen in Surrey.</p> <p>The PCC offered his congratulations and thanks on behalf of the Surrey public on the good operational work that was taking place within the Force.</p>	
4.	<p>Front Counters (verbal update)</p> <p>The DCC explained that the Force was always looking for ways to make efficiency savings and examining how services were delivered to the public and how the public made contact with the police. Surrey received 25,000 101 calls and 10,000 - 15,000 online reports each month. This showed that the public was accessing police services in different ways than before. This had led to the decision to close a number of front counters across the county as the public often preferred to contact the police in the ways mentioned above. Front counters would remain at Reigate, Epsom, Staines, Elmbridge, Guildford and Woking.</p> <p>The DCC recognised the impact on certain members of the public and said that since the closure announcement had been made, information packs had been available on all front counters to provide details and reassurance on how to contact the police. The closures were due to happen next week (29th March) and the DCC was also sympathetic to</p>	

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	<p>the impact on front counter staff who were facing redundancy or redeployment. It had been a difficult but necessary decision and the Force would listen to all feedback from those who would be faced with difficulties following the closures.</p> <p>The PCC said he would monitor the impact of the closures after they had happened to see if any issues needed to be addressed. He accepted that it been the Force's financial constraints that had imposed the closures. He had been made aware that although Woking Police Station was due to close as part of the wider estates strategy, the front counter would be moving to the Borough Council offices and that current opening hours would hopefully be maintained.</p>	
<p>5.</p>	<p>Disabled Staff Representation and Support</p> <p>It had been brought to the PCC's attention that officers and staff who became disabled in service were not receiving the necessary support. The CC agreed that this was an issue of concern. Less than 2% of the workforce were recorded as having a disability and this was not just confined to those suffering a visible physical disability. The issue of support had been raised at the Joint Consultative Forum in early 2017 and a list of activities had been taking place across Surrey and Sussex since.</p> <p>A Managing Disability in the Workplace toolkit had been created which was a positive and forward thinking document. The attendance criteria had been reviewed so that it wasn't discriminatory against those who had a disability. An 'adjustment passport' had been introduced which was a document that could be produced for someone with a disability that they owned but that they could share with others rather than having to continually explain their disability. There was no standalone policy on disability; instead it ran through all of the Force's policies and procedures. The Force had a well-regarded Occupational Health Department which promoted policy changes, hosted wellbeing days and had recently extended the trauma service. A wellbeing hub was available on the Intranet and workplace mediators had been in place since January 2018 and were available to offer support to colleagues and to help smooth negotiation and support between line managers and individuals. A number of training courses were available and the Force was engaged with all staff associations. Disability in the workplace was taken very seriously and the CC wanted Surrey Police to be an attractive and welcoming place to work.</p> <p>The PCC was pleased that the Force was supporting carers. It was important not to impinge on people's privacy but it was good that mechanisms were in place for officers and staff to get support.</p> <p>The CC said that his recent roadshows had featured a carer's segment and also that the Chief Officers had recently received a presentation from an officers Carers' Group. It was important that first and second line supervisors were aware of the impact that caring had on officers and staff.</p>	
<p>6.</p>	<p>Fraud and Cyber Crime</p>	

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	<p>The DCC reported that during April - October 2017 there had been a £14.5million loss in Surrey to fraud. This was mainly credit card fraud, online banking and telecoms fraud. Three out of ten victims said that this had had a significant impact to them. Surrey ranked 4th nationally on the risk of being a victim of fraud. The Force had a robust and serious plan in place to deal with this matter. ACC Burton was the overall lead and DCI Mark Chapman led on activity. Operation Signature was a protocol between Surrey Police and banks that had been introduced to identify those who may be being a victim of fraud. £168,000 had been safeguarded against fraud due to Operation Signature. More local support was needed. There was a local campaign in place called Take Five which encouraged people to take five minutes to consider whether they should be handing over their personal details to someone they don't know. City of London police led on fraud and had given training and support to Surrey officers.</p> <p>A Cyber Crime Unit had been set up across and Surrey and Sussex to tackle new investigative challenges. It was believed that the area of cyber crime was widely under reported as the reporting figures were not accurate. The Force regularly exercised preventative measures and recently took part in a national exercise to test capability. Diversionary activities were also in place to deter young people from online crime and to put their computer skills to better use.</p> <p>The PCC suggested that it was difficult for businesses to get involved as they were focussed on running their business. He offered for the OPCC to be involved in gaining support if the force needed. The DCC said that the Force wanted to hear from small and medium businesses who were facing difficulties. He also called for anyone who wanted to offer their skills on a voluntary basis to help the police understand the issues. The Special Constabulary now offered a wider range of roles so it wasn't just confined to response and neighbourhoods.</p> <p>ACTION: To focus on Specials for skilled areas and for the OPCC to assist in encouraging businesses to engage with police</p>	<p>DCC/ OPCC</p>
<p>7.</p>	<p>Disclosure</p> <p>The CC said that recent sexual offence cases had highlighted the issues around disclosure. If there wasn't proper disclosure then it was difficult to be able to have confidence in the justice system. It couldn't be more important. Previous reports had found that police and CPS weren't as good as they should be with regards to disclosure so there was an urgency to tackle the issues. The CC was the national lead for disclosure so the improvement plans were being tested in Surrey. A National Disclosure Improvement Plan was now in place which was mirrored in Surrey and followed five themes; capacity, capability, leadership, governance and partnership. There were tight timeframes in place to make improvements. There was an active local forum in place which was chaired by the CC and involved senior police and CPS colleagues. Local presiding judges from Guildford and Canterbury were involved and actions were driven at a tactical level.</p> <p>All post charges had been reviewed and also all pre charge cases. There had been few cases where action had been required. The region was at the forefront of the changes and the CC was confident that practical measures and oversight would show improvements. The CC</p>	

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	<p>couldn't guarantee that something wouldn't emerge late in a case that was through no fault of anyone involved in the case but he was confident that improvements would take place.</p> <p>Training was a key aspect of driving improvements. It needed to be consistent from point of entry to the Force and thereafter. Training should be led by the College of Policing but forces were not able to wait for them to review their policies. So Surrey and Sussex had refreshed their own training already. The CC had taken a lead and had delivered some of the training himself. He was confident that general awareness and the importance of the issue was not lost.</p> <p>The PCC said that the quality of police files was an issue that came up a lot. The CC said there were two important issues; the quality of the file and timeliness that the file was submitted to the CPS. The Force was meeting timescales 90% of the time. The quality needed to be good and this was something that the Force continued to work on. Officers were completing the necessary forms and disclosure schedules but they weren't necessarily producing enough detail. Improvements were being made.</p>	
<p>8.</p>	<p>Modern Slavery</p> <p>The CC said that modern slavery was one of the twelve current national strategic threats. It had a broad definition and the categories were listed in the paper. The scale in the UK was still being established. ACC Burton was the Surrey lead and also had a national role. Detective Superintendent Karen Mizzi was developing the policy in Surrey. Trafficking incidents had been reported in Surrey namely at Clackett Lane and Cobham services. The Force was carrying out targeted intervention at both sites in partnership with the Border Force. The Force had been visiting businesses that may have links to modern slavery. In February 2018 a slavery trafficking risk order was established and there were currently 30 trained CSE SPOCs across the Force. It was difficult to understand the scale of the issue across the county.</p> <p>The PCC's Office was working closely with the Force and the PCC had been pleased to see the first conviction in the county for modern slavery last week.</p> <p>The DCC had recently attended a national presentation that talked about community tolerance and acquiescence to modern slavery. He suggested that communities would be able to help tackle the offending if people were able to stop and think about areas that may be involved in forced labour and exploitation such as cheap car washes and nail bars. The PCC suggested that it would be useful to have a national list of legitimate businesses.</p>	
<p>9.</p>	<p>Force Financial Report – Month 10 2017/18</p> <p>The Head of Finance (HoF) presented a high level summary of the current financial position. He said that most themes were the same as those presented in his previous report. There was a £0.9m overspend on the £213m budget. There was a risk around ICT spend in that there had been a mix up between revenue and capital spend. This was being</p>	

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	<p>investigated. The Force was overspent on overtime but this had been recognised early on in the year and a working group had been established to address the issues. There was a 5% reduction on overtime spend compared to last year's expenditure – the matter was under control. The PCC countered that it appeared it was out of control and the Force should be looking for a more significant reduction. The CC said that overtime was an efficient way of maximising resource. It was difficult to plan for overtime as there were always unpredicted events that would occur. It had been reigned in and the Force would continue with a disciplined approach.</p> <p>The HoF continued by saying that the £5.5m savings was close to target and he was pleased with this achievement. The CC said that the Force was deliberately holding some staff vacancy posts due to the change programmes that were taking place. This was causing some extra strain in the workplace but these issues were being addressed.</p> <p>The PCC was pleased that the finances were largely under control and congratulated the Force for achieving significant savings.</p>	
<p>10.</p>	<p>Treasury Management</p> <p>The Treasurer presented the report. He noted that since the report had been written he had received an update from Surrey County Council that total interest received on short term lending had increased to £87,500 rather than the £35,000 stated in the report.</p> <p>The PCC was happy with the content of the report.</p>	
<p>11.</p>	<p>Prudential Indicators and Annual Minimum Revenue Provision Statement 2018/19</p> <p>The Treasurer presented the report. The PCC was required by law to set a number of statutory treasury management and cash flow limits before the beginning of each financial year.</p> <p>The PCC was happy with the content of the report and gave his formal approval.</p>	
	<p><i>PART TWO – IN PRIVATE</i></p>	