

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

**27<sup>th</sup> February 09:00 – 11:00  
Waverley Borough Council Offices**

**Attendees:**

David Munro (Police and Crime Commissioner) PCC  
 Alison Bolton (Chief Executive – OPCC) AB  
 Ian Perkin (Treasurer – OPCC) IP  
 Nathan Rees (Comms Manager – OPCC)  
 Sarah Gordon (Office of the Police and Crime Commissioner – minutes)  
 Niki Rivers (Office of the Police and Crime Commissioner – minutes)

Gavin Stephens (Temporary Chief Constable – Surrey Police) TCC  
 Peter Gillett (Commercial Finance Director – Surrey and Sussex Police) PG

Agenda Item	Subject/Note	Action
	<b><u>PART ONE IN PUBLIC</u></b>	
1.	<p><b>Introductions from PCC for Webcast</b></p> <p>The PCC opened the meeting and welcomed those watching the live webcast.</p>	
2.	<p><b>Actions from previous meeting</b></p> <p>Updates were received on the following actions:</p> <p>MASH – T/CC advised that ongoing discussions were taking place with Surrey County Council (SCC) and he was pleased with how it was progressing. When plans were finalised they would be shared with the PCC.                      The PCC was happy with this update and asked that the action be closed.</p> <p>ICT Delivery Plan Risk Log – this risk log was presented at the previous meeting. Action closed.</p> <p>Flytipping – The PCC had held a positive meeting with SCC along with Supt. Graham Barnett with a view to SCC re-launching their flytipping strategy. The T/CC said that it was important that Surrey Police were involved in informing the new strategy.</p> <p>Op. Dragnet – the T/CC explained that Op Dragnet was the name given to Force Days of Action where officers would focus on a particular topic for an out in force day of action. A rural crime focussed event was being arranged for a future date.</p>	

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	<p>Unauthorised Encampments – Item on agenda.</p> <p>Screening out data – the T/CC said that this sort of information wasn't collected nationally and apart from Dorset our other most similar forces didn't collect the data either. The PCC said he would still like to keep the action on the log and would like the comparable data with Dorset at a future meeting.</p> <p>Use of force – This report was still awaited and the T/CC advised that data would be collected and brought forward to the next meeting. The PCC talked about spit hoods and bite guards and how he was fully supportive of them.</p> <p>ICT Update – The new CIO would be attending the April meeting.</p>	
<p>3.</p>	<p><b>2019/2020 Budget Plans</b></p> <p>Pete Gillett (PG) thanked the PCC for keeping the precept plan in line with previous proposals. This had now been confirmed as a £24 increase (Band D) following a consultation with Surrey residents and formal approval by the Police and Crime Panel.</p> <p>The Force would be working towards a balanced budget for the next two years and would continue to make savings over a four year period.</p> <p>The Force remained committed to delivering efficiency where possible and continued to look at best operating models.</p> <p>Reserves would be maintained at a level of 3%.</p> <p>The capital programme equated to £40m of the budget and included; grants, revenue contributions, capital investments and borrowing.</p> <p>The PCC expressed his thanks to council tax payers who agreed the precept increase stating that it was the highest survey response yet.</p> <p>The increase in precept would enable the Force to put an extra 100 frontline officers and staff in place. No administration posts were included in this figure. The T/CC said that all additional posts would be directed at frontline operations and problem solving. Some areas do require investment such a safeguarding vulnerable persons and high harm crimes such as county lines drug dealing.</p> <p>The PCC was pleased to see that overspend was on track and was lower than it was previously. PG reiterated that the Force was on track to end the year on a balanced budget. The T/CC and T/DCC had requested that work continue with budget holders to ensure a balanced budget was reached.</p> <p>The PCC suggested that there was more work to do on the capital budget and said that it was important that this programme was brought in on time and within budget.</p> <p>PG said that more accurate forecasts and better working with project</p>	

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	<p>managers would enable this to stay on track.</p> <p>The PCC said that he had asked for a specific programme to look at efficiencies. The T/CC said that the T/DCC had been tasked with looking at efficiencies within current programmes and ICT were also looking at their efficiencies and environmental responsibilities.</p>	
<p><b>4.</b></p>	<p><b>Public Performance Report</b></p> <p><b>1. Tacking crime and Keeping Surrey Safe</b></p> <p>Recorded Crime and Positive Outcomes – T/CC advised that recorded crime has matched a year on year national increase although this was beginning to tail off from January 2019. Some categories were still seeing increases such as incidents involving vulnerable people.</p> <p>T/CC stated that there had been a slight downward trend in positive outcomes which was down from the previous rolling year. Much more thorough assessments were being made regarding vulnerability and the number of positive outcomes was testament to the work being done by officers in this area. The increase in some crimes, such as sexual offences, was due to the higher level of productivity and level of investigations and could be considered a positive thing. A better outcome was needed for the victims involved.</p> <p>The level of positive outcomes (detections) was low but the T/CC commented that although the criminal justice process was right for some there were many reports where the level of evidence wouldn't support the criminal justice process. Police work didn't stop when the criminal justice process wasn't supported but if it didn't go down that route then it wouldn't be classed as a positive outcome.</p> <p>Disclosure processes were improving and there had been investment in this area. A disclosure officer was embedded within the CPS.</p> <p>Problem solving was at 3.6%. Volumes were increasing and it was important to tackle repeats along with working with other agencies. During the next performance year the Force would be taking a closer look at the quality of problem solving and a peer review would assess the process. The Force was in the top group nationally but there was always room for improvement. Supt. Clive Davies was leading nationally on quality assurance and the officer embedded at the CPS was helping to plan CPS and court slots in relation to RASSO offences. Victims were waiting too long for justice and work needed to continue to improve services for victims. This area was monitored by the T/DCC at the Force Performance Board.</p> <p>The T/CC suggested that ASB would be an issue that would probably be raised by residents at the upcoming community engagement events. There had been a 5% drop in the neighbourhood survey but the figure was still relatively high. However, ASB was an issue that affected peoples' quality of life and there was more that the police could do to tackle it. The PCC recognised the eagerness of the officers on the ground to get involved in resolving ASB. Extra investment would add to the resources. The T/CC agreed with the level of positivity on the ground. Jo Grimshaw who led on ASB was</p>	

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doing some world class work. A number of premises closures had happened really quickly as a result of Jo's teams work. Joint working with local authorities was going well and there were some good examples of good work. Also the JET teams in some areas was working well.

The PCC was aware that all frontline officers were now equipped with body worn video and he asked how this would positively affect outcomes. The T/CC said that they were welcome additions to the officer equipment. A report was provided at the last scrutiny meeting that it supported evidence and speed of justice. It provided confidence and reassurance to victims who were going through proceedings and also aided the complaints process.

The T/CC stated that 999 performance was of a high standard. With regards to the 101 number the team was working exceptionally hard to get the speed of calls answered improved. The detail involved in the risk assessment of each call did take time to complete. It was a tough challenge to maintain times but the Force was meeting targets. There was a big improvement in waiting times and were currently at a level of less than one minute. Some people were waiting longer but the times in the report were averages. The PCC felt that this was a real success story as some other forces were really struggling. The T/CC was not complacent but interest had been expressed to Surrey from other forces on how they could make improvements. The T/CC highlighted to those watching that there was a range of ways that the public could contact Surrey Police such as online which was a very good service.

The PCC said that there had been talk nationally of turning off the 101 service overnight but he was pleased to report that this idea had been quashed very quickly. The 101 service should be 24/7 and would remain so.

The T/CC said that inappropriate calls to 999 were in the minority. The force was mostly meeting performance targets with regard to responding to Grade 1 calls. The target was to arrive within 15 minutes whilst doing so safely. The force was struggling with Grade 2 – only half of incidents were responded to within the 60 minute target. Demand was outstripping resource but the T/CC wasn't complacent that things needed to improve. Risk was continually assessed in the Force Control Room.

T/CC stated that the Force had a good close working relationship with CTPSE which was led by ACC Hogg of TVP. A review had been done following the Parsons Green incident. A thematic inspection had been undertaken by HMICFRS which showed there was a good level of awareness among staff. A new referral process was being piloted with partner agencies and would be assessed in a month's times. The PCC agreed that relationships with partners had improved since the Parsons Green incident and that he was regularly updated by the security services and had regular meetings with SCC staff.

### **2. Building Confident Communities**

The Crime Survey of England and Wales and the Joint Neighbourhood Survey figures showed similar results. The Force was

	<p>placed first nationally for public confidence which was a good result. The figure of 87.9% was still high although there had been a slight decrease. The two other areas that the T/CC paid particular attention to was: understanding issues and; doing something about them. The Force was focussing on these areas to make sure they were getting things right.</p> <p><b>3. Supporting Victims</b></p> <p>The burglary and violence user satisfaction focussed on those that used the service as victims. Some areas could improve. Satisfaction with time taken to arrive had decreased by 10%. The T/CC was not surprised by this figure and the Force needed to try harder and manage expectations. Being kept informed had decreased by 7%. Satisfied with action taken had increased by 9.4%. The PCC said that a new Victim or Witness Care Unit was to launch on 1<sup>st</sup> April 2019 and would offer an integrated service to victims. The PCC was concerned about some of the statistics and would like to get underneath the figures at a future performance meeting.  <b>ACTION: To provide a report on victim compliance figures i.e. time taken to arrive and being kept informed.</b></p> <p><b>4. Preventing Harm</b></p> <p>The T/CC said that the Force was focussing on whether it could reduce the number of repeats. Repeated missing had seen a slight decrease. There had been a huge increase in demand and they weren't easy issues to resolve. Repeat High Harm was reasonably static. Repeat offending in DA was being monitored and work taking place in Northumbria was being assessed. The T/CC said that the issue of mental health couldn't be ignored as a policing issue as 40% of contact related to health and social welfare needs. Problem solving activity was taking place to manage the issue. The SHIPP (Surrey High Intensity Partnership Programme) had been running for 12 months and involved a team of police officers and mental health nurses focussing on providing help to those in need. A Joint Response Unit (JRU) was a joint initiative between Surrey Police and SECAMB which provided the right support to the right people at the right time. Both the SHIPP and JRU were able to access the same support plans which showed good joint working.</p> <p><b>5. Making Every Pound Count</b></p> <p>Noted.</p> <p><b>6. A Force Fit for the Future</b></p> <p>The report focussed on the estates strategy but the plan was much wider than that. The Headquarters would be accompanied by skilled and professional services and people. The Force needed to transform the workforce and the way it worked and improve the quality of technology. It formed part of the Building the Future Programme which was led by the T/DCC.</p> <p>The T/CC referred to the scorecard and said that most items had been</p>	<p>CC</p>
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	<p>covered already. The PCC expressed concern about the unplanned leaver rate. The retention rate was lower than he would like it to be. He asked what the Force's plans were to try to retain staff. The T/CC said that there was always a level of natural turnover within the Force. The proximity to London always posed a risk to losing staff to the Metropolitan Police. There was good news regarding detectives as the Force was recruiting a number of transferees from the Metropolitan Police and other forces. There was a good retention and reward package in place. The other risk was specialist skills such as firearms. There was a huge training cost required for such roles and therefore retention and reward packages were also in place for some of these specialist roles.</p> <p>With regards to police staff certain roles would attract higher salaries in other sectors and were part of a competitive marketplace so it was hard for the Force to retain some staff.</p> <p>The T/CC said that staff regularly took part in an employee engagement survey which would gain views about working for the organisation. Responses were largely positive.</p> <p><b>ACTION: To bring outcomes of staff survey to the next Performance meeting.</b></p> <p>The PCC formally thanked all officers and staff for their efforts.</p>	<p>CC</p>
<p>5.</p>	<p><b>Unauthorised Encampments</b></p> <p>The PCC said that this was a hot topic for the Force. The T/CC said that the report focussed on the period between April – November 2018 when there was a high number of encampments across the county that had a significant impact on local communities. The total number of encampments for that period was 187 with the north of the county being most affected with 86 encampments. Elmbridge was the most affected area with 42 encampments. Most land affected was owned by Boroughs and Districts and included recreation grounds and open spaces. The comparison to surrounding counties was as follows: Hants – 131; Surrey – 187; Thames Valley – 440; Sussex – 30. Sussex had a designated transit which was why their numbers were so low in comparison to other counties. A similar solution would be welcomed in Surrey to help deal with the issue in the future.</p> <p>The PCC agreed the introduction of the transit site in Sussex appeared to be helping. He appreciated that local councils and residents didn't want a transit site located in their area. He said that it was important to note that not all travellers caused trouble and he wanted to be careful not to demonise the whole community.</p> <p>The T/CC said that the police did have powers under sections 77/78 of the Criminal Justice and Public Order Act to deal with unauthorised encampments and this was used in just over 50% of the reported incidents. Plans were being refined with local authorities to look at initial assessments and to grade each encampment on a risk basis. A countywide approach was needed. Teams were being trained so that they knew which legislation to use if required.</p> <p>The PCC said that local MPs were getting involved. He was the lead PCC for this area and was working with the Deputy Chief Constable of Cheshire Police to look into the issues. Hopefully this Summer wouldn't be a repeat of last year but local plans needed to be robust.</p>	

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<p>6.</p>	<p><b>Rural Crime Strategy</b></p> <p>The two papers presented a summary of the rural crime delivery plan across Surrey and Sussex. Surrey's plan would mirror the Sussex plan with regards to strategic aims and would help to improve confidence and satisfaction among communities. A rural crime flag had been introduced in the Force's recording system. Guidance and advice had been given to teams and there was an officer in Force that was dedicated to this area of work.</p> <p>ACC Kemp was leading on the plans and Chief Inspector Hodder also had specific responsibilities. The Force was planning a Day of Action dedicated to rural crime later in the year. A rural crime week organised by the national team took place at the end of last summer and provided education and awareness.</p> <p>A whole range of activities had been carried out as listed in the report. The Countrywatch scheme was similar to Neighbourhood Watch but aimed at rural communities. Residents could sign up via their In the Know messaging system.</p>	
<p>7.</p>	<p><b>Finance Report</b></p> <p>Peter Gillett presented the report and explained that most points had been discussed under item 3. The summary was that the aim was to bring the Force in on target and to tighten up the monitoring of capital expenditure.</p> <p>CIPFA was piloting a new national initiative relating to excellence in public finance. Questionnaires had been circulated to key staff members and would evaluate elements of best practice. Improving financial management tools would be in place for the next financial year.</p> <p>The PCC said that he had previously asked for the Force to provide him with a workforce development plan to show that the Force was fit for the future. PG said that Adrian Rutherford was working on this and it would be presented at a future meeting.</p> <p><b>ACTION: To provide a report for the Force's Workforce Development Plan (a force fit for the future).</b></p> <p>The PCC asked about the Force's Brexit plans. The T/CC said that the Force was working with partnership colleagues in significant detail. The Local Resilience Forum and other public agencies were well advanced with their planning. As there were no significant plans in place yet a number of scenarios were being worked on as contingencies needed to be in place. There were 76 days where officers were not able to take annual leave. It was important for communities to note that this was what officers were facing; this would impact their personal lives as they weren't able to take leave to spend with their families during this period.</p> <p>The T/CC took the time to express his appreciation to all colleagues behind the scenes within the Force. He attended the first ceremony of the People Service Awards earlier this week and the work that staff were doing in that area was fantastic. The PCC echoed these sentiments.</p>	<p>PG</p>

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	<b><u>PART TWO IN PRIVATE</u></b>	
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