

**Police and Crime Commissioner**  
**Public Performance Meeting – September Meeting**  
**08 September 2020, 10am-12pm**  
**Via MS Teams**

**Attendees:**

David Munro (Police and Crime Commissioner) PCC  
 Alison Bolton (Chief Executive – OPCC) - AB  
 Kelvin Menon (Treasurer – OPCC) KM  
 Johanna Burne (Head of Performance and Governance – OPCC) JB  
 Sarah Dare (PA - OPCC) – Minutes  
 Nathan Rees (Comms Manager – OPCC) – NR  
 James Smith (Comms & Engagement Officer – OPCC) - JS

Gavin Stephens (Chief Constable – Surrey Police) CC  
 Nev Kemp (Deputy Chief Constable – Surrey Police) DCC  
 Dave Mason (Head of Strategic Planning – Surrey Police) - DMs  
 Dave Miller (Assistant Chief Constable – Surrey Police) - DMI  
 Peter Gillett (Executive Director, Commercial and Financial Services – Surrey and Sussex Police) PG

<b>PART ONE</b>		
<b>Agenda Item</b>	<b>Subject/Note</b>	<b>Action</b>
<b>1.</b>	<p><b>Minutes and Actions of the last meeting – 02 July 2020</b></p> <p>The PCC welcomed all to the meeting including those at home. The minutes from the last meeting were agreed.</p> <p>Action update:</p> <ul style="list-style-type: none"> <li>• Update on POCA to be given at this meeting</li> <li>• PCC meeting with T/ACC Ali Barlow next month surrounding her portfolio (Resolution Centre etc.)</li> <li>• Rural Crime – Inspector Karen Coyne is in close contact with the game keepers in Mole Valley and is monitoring the situation</li> </ul> <p>The PCC noted that he will be attending the Rural Crime advisory group and wanted all to know that he, the Police and the Chief Constable take rural crime seriously and will do their best to respond to and deal with all matters.</p>	
<b>2.</b>	<p><b>Performance Report</b></p> <p>The CC provided the key highlights of the paper outlining his two clear ambitions for the county;</p> <ol style="list-style-type: none"> <li>1. Surrey to be a safe place to live in a measurable way</li> </ol>	

OFFICIAL-

	<p>2. Surrey to 'feel safe' to the residents who live here</p> <p>During lockdown, reported crime decreased significantly (2.5 thousand fewer crimes reported during this time) however there has been an uplift seen in recent weeks back to pre-covid levels.</p> <p>Surrey still has the 6<sup>th</sup> lowest crime rate overall in England and Wales which is a positive picture in terms of victimisation. Despite this the CC still has ambitions of Surrey being the safest county to live in in England and Wales.</p> <p>Positive Outcomes - There is more work to do on improving performance in positive outcomes of crimes reported. This entails getting the offender charged and summoned to court. Surrey Police have seen a 7% decline in this area. Volume crime is in reduction of positive outcomes, a decline of nearly 800 offences. There were 11,100 positive outcomes at this time last year compared to 10,348 this year. The improvement necessary equates to 1 positive outcome per division per day.</p> <p>The CC is particularly concerned where those crimes are high harm offences; Domestic Abuse for example. The CC assured that the force had not eased off in this area during lockdown and have been revising their investigation structure, looking at restructuring the team to get more positive outcomes.</p> <p>DCC Kemp added that the force had seen improvements in the area of high harm of late, serious sexual offences, burglary, robbery, child abuse; assuring the PCC that Surrey is one of the safest counties in the country for high harm offences. Surrey Police were poor in relation to serious sexual offences but the national position is now ranked at 18 out of the 43 force areas.</p> <p>The DCC wants to see better productivity amongst officers. Nationally Police are bringing fewer people to justice. Surrey need to ensure the focus stays on crimes that hurt people the most.</p> <p>T/ACC Ali Barlow is leading the work on Neighbourhood Policing Teams (NPT) looking at structural changes with opportunities for NPT officers to work on investigation teams to become competent in submitting files to the Crown Prosecution Service and bringing offenders to justice. These changes are due to be rolled out in June 2021.</p> <p>The PCC asked whether there was a case to put individual targets in for officers on an interim basis with a view to improving performance - performance indicators are already set within the force and targets not previously supported because they can lead to perverse incentives. The PCC also asked whether lessons were being learnt from other forces across the country.</p> <p>DDC Kemp assured that Surrey are in the top half of the country for solving crime. With regard to targets; the Force Performance Board are having a conversation about productivity and whether targets for officers or teams in some form may be appropriate. The Force want</p>	
--	---	--

OFFICIAL-

<p>the focus to be kept on offences.</p> <p>There are 3 strands to improving how Surrey Police tackle crime:</p> <ol style="list-style-type: none"><li>1. Best practice for Neighbourhood Policing Team</li><li>2. Best practice for review/resolution team</li><li>3. How Surrey Police deal with the most vulnerable cases; Domestic abuse, Sexual assault, Child abuse</li></ol> <p>The DCC is assured that the approach Surrey Police are taking is the best approach and confirmed that they are continually scanning, looking at best practice elsewhere.</p> <p>The PCC confirmed that supporting the most vulnerable was one of the 3 overarching themes for his term in office.</p> <p>The CC attended problem solving team training sessions which showed real benefits in evidence led tactics being deployed. New analysts/tactical advisors have increased the amount of problem solving work taking place and are showing real promise. This has shown a real benefit in the area of Anti-Social Behaviour (ASB). Confidence levels in policing have gone up to 92%, up 4% during the pandemic. Surrey are currently standing 7<sup>th</sup> nationally in the country for public confidence levels in police. The CC commented that the force did a great deal during lockdown to support all communities and it shows in the figures.</p> <p>The PCC thanked the police teams for getting the right level since the covid outbreak. He also remarked that the problem solving team were fundamental in supporting the PCC's office in receiving just under £550,000 worth of funding from the Home Office Safer Streets project to be invested in crime deterrence and prevention improvements to an area of North Stanwell.</p> <p>The CC commented that he had not seen mass gatherings as yet in Surrey and was thankful to the residents of Surrey for this.</p> <p>The PCC raised the matter of Universities and students returning to their studies; University of Surrey and University of Royal Holloway being the two main campuses located in Surrey. The PCC has been in contact with residents around Englefield Green and residents in Egham and has emailed the Borough Commander asking for reassurance that matters are in hand in line with current legislation/regulations. The CC commented that Surrey students were sensible people and that he was sure that they will be sticking to the guidelines as are the majority of the population.</p> <p>Call handling – The force has seen an increase in demand of calls to the contact centre and has introduced new services to support the public in contacting them; understanding that the force need to be able to handle digital contacts in the same way as 101 calls. 'Digital 101' has been providing an excellent service and resulted in an uplift in demand. This has put added pressure on the team, even more so at a time of social distancing. The average wait time for a 101 call has gone up from approximately 1 minute in July, to 3minutes 15seconds. This is much longer than the CC would like. There are options to</p>	
---	--

OFFICIAL-

	<p>contact the Police by other means if preferable. August figures are in a similar position, therefore the force have made temporary promotions to help with the division of work across the contact centre sites. Demand is being shared across other areas of the force with additional funds being put into overtime to cope with increasing demand.</p> <p>The PCC remarked that there is much better queue handling software in place now which in his experience of calling 101, had been very good.</p> <p>The CC gave an example of someone using the online service, starting their contact with Surrey Police when at home getting the kids ready for school and then picking up the contact again when at work whereby the matter was resolved. He went on to confirm that Emergency response times have been consistent.</p> <p>Counter Terrorism and Prevent – The force are working on new support material through mobile devices for frontline staff.</p> <p>Confidence levels in Surrey Police – This has moved up 3 places nationally. Confidence in Neighbourhood Policing is now at 92% which is excellent progress.</p> <p>The PCC questioned whether there was a danger that Surrey Police could go for quick wins and take their eye off the ball in Detective incidents. The CC explained that the science behind confidence levels in Policing is in understanding the community issues; working with the communities to solve the problems. The force need to be able to do both.</p> <p>The PCC shared that he and the CC welcomed 18 new PCSOs into training yesterday and publically passed his congratulations onto the recruits, welcoming them to the Surrey Police family.</p> <p>Police Now students joining in July of this year officially started this week and are making excellent progress.</p> <p>Victims Satisfaction/Surveys by text – Surrey are in a stable position with overall victim satisfaction at 1.7%, a slight decrease. Keeping victims informed saw the lowest drop at 64% however this is still a good figure. The CC explained that figures are more volatile in this area. Being kept informed is really important to residents and the force are working on this. The PCC questioned whether the responsibility to keep victims informed sat with the Victim and Witness Care Unit, or the officer in charge of the case. The CC confirmed it was generally the responsibility of the officer dealing with the case to keep victims informed. The DCC offered that it was the officer's responsibility up to the point of charge and then the focus was on the Victims and Witness Care Unit.</p> <p>The DCC assured that officers keeping victims informed had improved considerably in the past 3 years. Surrey Police are now 2.5 times as good at keeping people informed than they were 3 years ago. Not all forces measure this. It was made a requirement 4 years ago but is no</p>	
--	---	--

OFFICIAL-

	<p>longer the case, Surrey choose to continue monitoring this.</p> <p>The CC offered that page 10 of the Performance report holds more in-depth analysis in this area. He also advised the PCC to look at victim satisfaction in anti-social behaviour which was 66% in the latest quarter.</p> <p>Preventing Harm – Surrey’s High Intensity Programme continues to see reductions on repeat vulnerable missing people. This has not reached a plateau yet. There were 1000 repeat missing people recorded 2 years ago and just under 500 recorded at the present day. There has been a significant reduction in this number due to problem solving work. The PCC congratulated the CC on this.</p> <p>The force have been tracking repeats on serial Domestic Abuse (DA) perpetrators, looking at an uptake in trend. There are over 1,000 perpetrators across the county. Repeat offenders are serial perpetrators who offend against more than one victim moving from one relationship to another and continue to offend. The force are now better at recording DA and confidence levels have gone up. The DCC confirmed that there is a National Domestic Abuse Commissioner coming into post soon.</p> <p>Surrey Police are looking at what programmes work and what can be better achieved in partnership with Probation. Probation use a matrix to identify the most serious offenders – 46 of which currently are Domestic Abuse perpetrators. Joint work is ongoing between Probation and Surrey Police ensuring that these people are being looked at through multi agency meetings such as MARAC (Multi Agency Risk Assessment Conference) and MATAC (Multi Agency Tasking and Coordination). Claire’s Law which was legislated 2 years ago permits a person to ask the Police if an individual is known to them for Domestic Abuse. Surrey are processing 60 applications currently in this regard. The force are conscious that it is important to gain trust right from the outset.</p> <p>The PCC reiterated the figure of over 1,000 known serial perpetrators of DA in Surrey and asked the CC to give assurance that communities are safe.</p> <p>The CC answered honestly in saying that victims are not safe. DA is a huge problem for society and individuals need all communities to support on this; families, friends, neighbours need to support. This is the reason that the Police place Domestic Abuse at such a high priority.</p> <p>Mental Health – The force saw an increase in mental health reporting and incidents during lockdown and work with a range of partnerships which mean they are able to stabilise those incidents they are attending. There have been increases in the number of section 136 issued which is detention under the Mental Health Act. Pre-covid the force were seeing 30-40 sections per month which went up to around 50 in May/June time. The figure was up from 3 – 6 in May/June for young people under the age of 18.</p>	
--	--	--

OFFICIAL-

	<p>The CC commented that the force aim is to do more preventative, partnership work around mental health but will always be there to support individuals to receive the appropriate support and care when in crisis.</p> <p>Joint Response Unit has gone well and there are plans to expand.</p> <p>PCC reviewed the Force Performance Scorecard noting that the number of Detective Constables is down 23 members. This is directly linked to an internal investigation structure review looking at the levels of investigation work and whether this can be done by another. There is an increasing number of Detectives being recruited through different routes and increased diversity amongst these candidates; more females and more individuals from ethnic groups who do not identify themselves as white British. There are a lot of new Detectives coming from outside policing with early indications showing they are high calibre recruits. The CC is really pleased with how this has gone.</p>	
<p><b>Action</b></p>	<p><b>DCC Kemp to update the PCC on outcome of the conversations surrounding officer productivity/targets.</b></p>	<p><b>DCC</b></p>
<p><b>3.</b></p>	<p><b>Finance Report</b></p> <p>Peter Gillett (PG) talked through the highlights of the report based on the end of Quarter 1. Annual Revenue Expenditure is forecasting a small underspend. Force expenditure has incurred as a result of the pandemic in supplying Personal Protective Equipment (PPE). £900,000 spent in terms of local procurement. Costs have been mitigated by grants and savings made across the force in training and other costs.</p> <p>Weekly financial risk meetings are taking place to manage all potential risks from covid issues. This was the big issue at the end of Quarter 1 and one that needed to be managed accordingly.</p> <p>The PCC raised overtime costs which are exceeding the budgets in this area. PG assured he is keeping this under close monitoring.</p> <p>The PCC clarified that he still expects year on year efficiency savings from the force. PG gave assurances that efficiency and productivity gain will continue to be a strong focus for all. PG is confident that fleet management is as it should be and added that telematics has now been installed in all vehicles.</p> <p>Proceeds of Crime Act (POCA) - Noted that Miranda Kadwell recently shared a detailed analysis through the PCC's Chief Financial Officer, Kelvin Menon.</p> <p>Capital Expenditure – The ability of Surrey Police to achieve capital receipts has been hampered by the pandemic. Capital receipts, reserves and grants are the key ways in which the force fund buildings, technology etc. There is a variance of 1.3million for the year which is relatively small however the Finance team are keeping a</p>	

OFFICIAL-

	<p>close eye on this.</p> <p>Kelvin Menon commented that the level of spend looks low in relation to the budget. The impact on construction work has had an impact.</p>	
<p>4.</p>	<p><b>Body Worn Video (BWV)</b></p> <p>BWV is a good example of the need to drive for efficiencies. Cloud system now received with excellent feedback from colleagues. The system is very flexible, easier to use and is a real success story. There have been some issues with docking but this is now making good progress with 11 physical docking locations across Surrey and Sussex.</p> <p>The PCC questioned whether every officer who needs BWV was now able to access it. The CC explained that the new system meant that the kit was not personally issued to officers. That meant that officers who need BWV were more easily able to pick up and drop off the kit when needed.</p>	
<p>5.</p>	<p><b>BAME Disproportionality Report</b></p> <p>The DCC as the lead for Surrey on Equality, Diversity and Human Rights and Chair of the Inclusion Board provided the highlights from the report.</p> <p>The DCC clarified that the disproportionality rate has been calculated using the 2011 Surrey census data and acknowledged that the population of Surrey will have become much more diverse in 2020.</p> <p>In the 12 months up to 30<sup>th</sup> June – 6,771 incidents of stop and search were recorded in Surrey. This increased during the restricted part of the pandemic. It was easier to stop criminal activity during this time as offenders were not always abiding by the lockdown rules.</p> <p>Individuals stopped and searched from Black, Asian, Minority Ethnic (BAME) groups increased by over 3%. The average age of BAME individuals was younger than the white individuals stopped when looking at a median age. From the County Lines offenders identified, half of these individuals were black and coming in to Surrey from other areas. The DCC assured that there is a robust scrutiny process around the use of stop and search looking at conscious and unconscious bias. Dip testing analysis is conducted on those stopped, 46 BAME individuals and 46 white individuals. Reviews of body worn video are also conducted. The force use people from outside policing to assist with scrutiny from different backgrounds. HMICFRS have commented positively on this process.</p> <p>The PCC’s view on the use of stop and search in Surrey is that it is conducted fairly and favourably and that it has a purpose in preventing criminality and offending.</p> <p>The same level of scrutiny is applied to police use of force. Dip sampling was taken of 30 black individuals and 30 white. The DCC assured that the levels of force used by Surrey Police are deemed appropriate.</p>	

OFFICIAL-

	<p>Crime Satisfaction Survey - 92% white people compared with 86.8% of black people were confident in Surrey Police at the start of the year. There has been a reduction in confidence levels over the year from the BAME community which is concerning but is in correlation with events/campaigns that have occurred internationally and nationally with the murder of George Floyd and Black Lives Matter movements.</p> <p>Workforce Diversity - The DCC gave a recent example of speaking with a female recruit from a Jamaican background who had experienced concerns from her family in her joining Surrey Police. She informed the DCC that despite these concerns she was determined to sign up and since starting with the force she has been inspired by the people she has met and the support she has received from the organisation.</p> <p>Compliance – Two things to consider in this area; there are more recordings of compliance with black men than white. Higher ratio of incorrect recording when reviewing body worn video evidence. This highlights legitimacy issues suggesting that the levels of compliance can be less for black men. There are reasons for this.</p> <p>The CC explained that the most common use of force is compliant hand cuffing, this is most commonly used in stop and search incidents for drugs. Op Viking on East Surrey sees a higher number of individuals from BAME communities stopped and searched in line with county lines and drug offences.</p> <p>The PCC asked whether it was time to update the targets/measures to be more ambitious on recruiting BAME individuals.</p> <p>The DCC responded that BAME recruits were 46% up on last year's figures. Although this is not where Surrey Police want to be, it is a marked improvement on previous years. The force are doing a great deal to bring in a more diverse workforce; ways to join up are more varied. The DCC is optimistic and working to improve on this figure.</p> <p>PCC expressed that he would like to see more reporting on other areas of minority categories in line with the 9 protected characteristics named under the Equality and Diversity Act 2010. DCC confirmed that Surrey Police had shot up the list in Stonewall's Workplace Equality rankings. Surrey Police are doing much better in their representation of women in senior positions; the two Assistant Chief Constables positions are currently held by women.</p>	
<p><b>Action</b></p>	<p><b>CC to keep PCC updated on disproportionality within the force; stop and search/ compliance/use of force.</b></p>	<p><b>CC</b></p>
<p><b>Action</b></p>	<p><b>PCC would like to see a report in a years' time on what has changed within the force recruitment process (Sept 2021)</b></p>	<p><b>DCC</b></p>

OFFICIAL-

<p>6.</p>	<p><b>Estates Strategy – Housing Support</b></p> <p>There are currently 40 houses owned by Surrey Police located across the county, mainly 3 bed properties. Half of these are rented. A number of properties are awaiting refurbishment. There is an opportunity now to review the housing stock and to further reinvest or retain properties within the portfolio. Discussions circulating about making some of the units smaller. There is a lot of work ongoing in obtaining up to date surveys relating to the condition and market value of the properties.</p> <p>The PCC asked whether this work was under the Building the Future Banner. PG explained that it was being led by HR/Estates colleagues given the links to recruitment and retention, but was very closely aligned with the wider BTF strategy.</p>	
<p><b>Action</b></p>	<p><b>PG to provide an update on housing stock in the November Performance Meeting as part of the wider Estates Strategy.</b></p>	<p><b>PG</b></p>
<p>7.</p>	<p><b>EU Transition Briefing</b></p> <p>Op Merrywood is the response to the police elements of the EU transition. The CC assured that Surrey Police have a fairly robust command strategy in place for this. Plans are well rehearsed and exercised including a scenario plan with partners. The CC has met the Chair of the Local Resilience Forum ensuing that the Police are involved in all conversations about this.</p> <p>Challenges foreseen with the exit from the EU are protests, affected transport links, port issues, and Surrey’s locality in being adjacent to Hampshire and close to Kent with their own port-related issues. Surrey Police are looking to minimise the impact of the transport network in providing mutual aid – supplying officers to Kent to deal with some challenges they may face at the port. Dealing effectively with the response to covid will still be ongoing by the time the exit happens. The CC is confident that Surrey is as prepared as they can be.</p> <p>No communication had been received from the Government in terms of planning assumptions. Challenges remain over the arrangement with European partners and arrest warrants. Police are still able to exchange information and arrest outside of jurisdiction. This will however become more challenging and bureaucratic upon exiting the EU. The CC confirmed the national arrangement is well in hand.</p>	
<p>8.</p>	<p><b>Roads Policing</b></p> <p>The HMICFRS report into Roads Policing is very much in the spotlight currently. Surrey Police were not inspected as part of the report but have taken note of the recommendations. The real focus across Surrey is in denying criminals the use of the road network and reducing the number of individuals killed/seriously injured (KSI). The figure for KSIs remains low in Surrey and is significantly lower than last year.</p>	

OFFICIAL-

	<p>The CC explained Operation Crackdown where members of the public can share footage of anti-social driving with the Police. The force are keen to share the learning across Surrey. The process is user friendly and has seen investigations launched where necessary for occurrences of dangerous driving.</p> <p>The PCC shared that he had gone out over the August bank holiday with a Roads Policing Team who were interacting well with the biker community. The PCC's office has funded noise detection equipment for the force making it easier to prosecute those who modify bikes and cars to increase noise levels. The Roads Policing Unit have committed over 2,000 hours in recent months to tackling this. PCC confirmed his intention to invest in Roads Policing in line with the recommendations outlined in the report and publically thanked the Police for all their good work and efforts in this area.</p>	
	<b>END OF PART ONE</b>	