



# Public Protection Improvement Plan 2015

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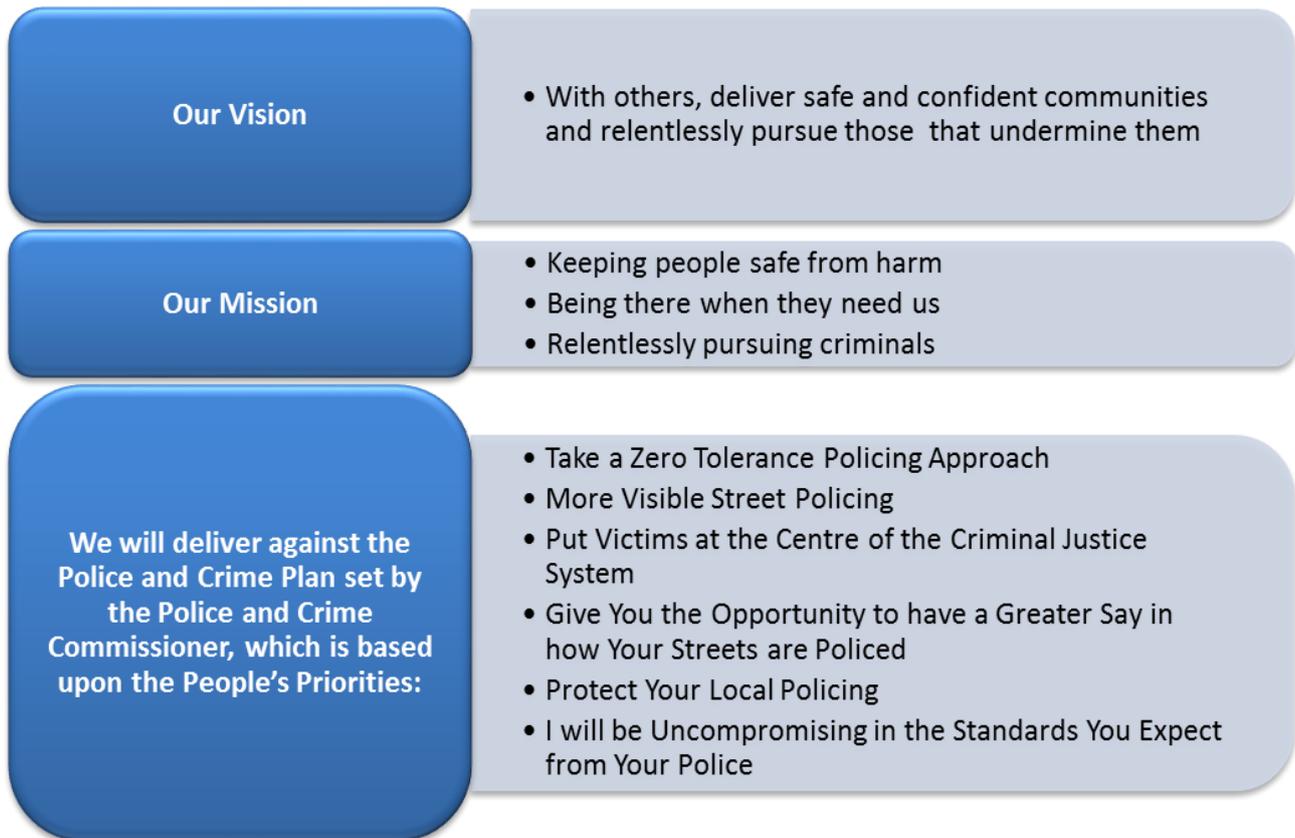
## Foreword by Chief Constable Lynne Owens

The core purpose of policing is the prevention of crime. We know that the vulnerable in society are more likely to be victims and less likely to receive, or know how to access, policing and partner services. The public rightly expects the police to protect the most vulnerable in our communities, effectively responding to crime and matters of public safety where significant risks may be involved. The support that we and our partners (both statutory and voluntary) provide to victims in such cases is vital and is at the heart of this plan.

In Surrey we recognise that, despite the very best efforts of many officers and staff, our service has been inconsistent in some areas. It is my absolute determination to improve. We have seen significant increases in the reporting of crime. The staffing, supervision and training put in place to investigate these crimes has been insufficient to keep pace with the size and scale of this change.

This document outlines how we have, and are going to rise to the challenge, in the interests of victims, with swift, thorough and evidence based investigations.

## Organisational Strategy



For the purposes of this plan we are clear that the third People's Priority, as stated above, is paramount with the first having relevance to our approach to offenders. Taking action is key to our success.

## Context

We are seeing increasing numbers of crimes and incidents occurring within people's homes, rather than on the streets (either in person or through the use of technology). From April 2012 to March 2015 we have seen a 33.9% rise in reported domestic abuse, with a further 37.8% rise this year. Equally sexual offences have risen by 122.2% in the same time frame with an added complexity that approximately half of them occurred in history. As well as dealing with today's crime today, we are also dealing with crimes from yesteryear against a backdrop of reducing budgets. Of course the crimes are still as raw today as they ever have been to the victims, who have shown great courage in coming forward. Our understanding of the effect of child sexual exploitation is also improving and these cases are far more complex to investigate than, for example, the theft of a motor vehicle.

This report outlines the activity Surrey Police has taken and will take to address the areas for development required in our response to public protection and, notably, child protection.

It sets out the strategic intent of Surrey Police, identifies what we have done so far, the benefits of which are already being realised through increased positive outcomes due to the determined efforts of our staff. It also sets out what we will do to build on the progress already made and how we define success. This plan also identifies how recommendations, primarily made by Her Majesty's Inspectorate of Constabulary (HMIC), will be addressed as part of force activity.

The force vision for responding to risk and vulnerability is a central theme in the Surrey Police Business Plan (2015 to 2020), which focuses on four operational commitments:

- Delivering your service
- Focussing on Risk and Vulnerability
- Working with Others
- Working with You.

In focussing on Risk and Vulnerability, Surrey Police has developed core principles on how we will operate.

## Risk and Vulnerability Principles

### How we will operate

- We will be a police force that 'gets things right, first time', takes positive action, arrests suspects at the first opportunity and considers the wishes and best interests of our victims.
- We will listen and respect all those who come to us, giving them confidence that we will believe them.
- We will make Surrey a hostile place for those who prey on the weak and vulnerable.
- Our officers will be highly-trained experts in their field and they will be passionate about bringing perpetrators to justice.
- We will place our Code of Ethics; accountability, fairness, honesty, integrity, leadership, objectivity, openness, respect and selflessness, at the heart of everything we do.
- We will always look to do things in the most efficient way, and therefore will explore opportunities to provide services in collaboration with other police forces and partners.
- We will seek to recruit and retain the best officers and staff, investing in leadership and talent.
- We will improve our service to the public and identify efficiencies and cost savings through effective deployment of technology.
- We will explore opportunities for greater work with volunteers from within our communities, in order to bring in new/specialist skills and expertise, develop our relationship with our communities, and provide opportunities for those considering a future career within policing.
- We will be an evidence based organisation, using Accredited Professional Practice (APP) wherever possible, and learning from what we do.

Focusing on risk and vulnerability is central to what we do. Our policing response must have the necessary capacity and capability as well as the flexibility to respond to the wide range of risk and vulnerability, from child sexual abuse to organised crime.

Therefore, in support of the force principles:-

### **We will**

- Identify the broad spectrum of risk and vulnerability and provide a policing model that is responsive to, and prioritises police activity based on, threat, harm and risk.
- Make best use of police and partnership information to identify those who are vulnerable and assess their level of risk and need.
- Work with individuals, communities and partners to develop the most effective policing response to safeguard those who are vulnerable and rigorously pursue perpetrators.
- Ensure we fulfil our statutory responsibilities to safeguard children and adults, and prevent radicalisation and extremism. This will include active partnership working with the Surrey Safeguarding Children and Adult Boards, and Multi-Agency Public Protection Arrangements (MAPPA).
- Work with our collaborative partners and other police forces to ensure our capacity and capability are such that we can meet the national threats and policing capabilities required, as set out in the Strategic Policing Requirement.
- Work with regional police forces, the National Crime Agency and other partners to effectively respond to the risks posed by serious and organised crime and counter terrorism.
- Work with policing and other partners to improve our capability to prevent and tackle online or cyber-crime involving vulnerable victims.
- Use the ten risk principles, published by the College of Policing, to encourage a positive approach to risk by supporting police decision makers and building their confidence in managing risks.
- Work with other police forces to collaborate specialist policing services that can be delivered for a reduced cost at a regional level, but still enable the force to effectively respond to threat, harm and risk.

## Public Protection Improvement Programme

One of the most challenging elements in the wide police operating environment is the protection of vulnerable people and in particular, the protection of children and young people, from abuse.

Surrey Police has made a significant and long-standing commitment to being there when people need us, keeping people safe from harm and the relentless pursuit of criminals. The force has already responded to concerns raised by its own audits, peer reviews and inspections by HMIC.

Following the identification of these concerns, Surrey Police developed a clear and unambiguous vision for public protection:-

**“To make Surrey Police a leader in public protection through quality safeguarding, investigations and the effective targeting of perpetrators.”**

Central to delivering this vision has been the establishment of a public protection programme of improvement work, entitled Operation Sherborne, led by a dedicated Detective Chief Superintendent to co-ordinate and drive improvement activity. The first phase of the operation is scheduled to be completed by December 2015 and focuses on safeguarding vulnerable persons; effective investigations; effective case workloads; effective supervision and management; risk identification and effective response.

The programme is delivered through five themes; Capacity, Capability, Leadership, Governance and Partnerships. With a clear governance structure through Public Protection Delivery Board, Strategy Board and reporting to the Chief Constable via the Extended Chief Officer Group Meeting.

Importantly, Operation Sherborne is focused on both improving future outcomes and the continuation of the significant progress in understanding previous gaps in investigative methodology, including putting right previous cases. The force has developed its understanding of its investigative performance through Operation Tanner.

Operation Tanner is the review of all live child protection investigations in the force. On the 26<sup>th</sup> June 2015, this equated to 736 live investigations. A dedicated team of experienced officers reviewed all live investigations, graded them according to risk, and produced action plans to address investigative and safeguarding failings. Divisional Commanders have ownership and responsibility for the timely delivery of these investigation action plans.

Operation Tanner has conducted additional reviews of child protection investigation from August 2015, which have identified improvements in investigative standards.

To ensure rigour and independence, a new Public Protection Standards Team (PPST) has been formed, staffed by an independent team of experienced public protection and serious crime investigators. The priority for the PPST is to ensure the reviews completed by Operation Tanner have been completed to a high standard, correctly identifying risk and

investigative actions. Once this audit has been completed to the satisfaction of Chief Officers, the PPST will provide on-going audits across the range of public protection investigations as well as the mentoring of public protection investigators.

The following sections of the report describe the activity that has or will be undertaken under each of the five Operation Sherborne themes. For each theme there is a description of what success looks like, both in qualitative and quantitative terms.

## Our Operational Commitments:

### 1. Capacity

Surrey Police and HMIC inspections have raised concerns about the resource capacity in public protection units. The Force agrees effective resourcing is a critical element to effective investigation. Despite investment over the last two years, it is clear that a more fundamental re-balancing of resource is necessary in light of the continued increase in reported offences across the wide range of public protection offences. This capacity strand focuses on both the immediate requirements as well as the longer term issue of resilience.

#### We have

- Already realigned resources to respond to increased demand. This included additional Police Constables and Detective Sergeants transferring to divisional Safeguarding Investigation Units (SIUs). The force has also increased the Detective Chief Inspector leadership posts from two to four.
- Significantly increased the number of supervisors within SIUs in the short term, addressing concerns about the capacity of supervisors to oversee and direct investigations highlighted in inspections. Each SIU now has two Detective Inspectors and eight Detective Sergeants. Feedback from this has been provided to the Policing in Your Neighbourhood change programme (PiYN) in order to assist in developing the model for policing in Surrey.
- Reviewed detective resources in non-detective roles and transferred them to priority areas of business. This has included seven DCs transferred to the Sexual Offences Investigation Team (SOIT) and Complex Abuse Unit (CAU). Detectives will no longer be utilised in non-detective roles, such as surveillance and covert human intelligence source handling.
- Ensured that there are no vacancies or long term abstractions in local Safeguarding Investigation Units or Central Public Protection Investigation Units such as SOIT, CAU and the Paedophile On Line team (POLIT). Maintenance of 100% resourcing compliance is the responsibility of workforce planning.

- Supplemented existing public protection staff with agency police staff Investigating Officers (IOs) and redeployed investigators from other units to support public protection. These IOs are in addition to the public protection establishment resources, intended to immediately increase capacity pending the implementation of Policing in Your Neighbourhood change (PiYN).
- Ensured that public protection and vulnerability are prioritised by the PiYN programme and provide sufficient resources within the proposed new force model.
- Completed an independent review of how police process and prioritise children and adult at risk forms. This review was conducted by an external consultancy as part of a review of police Multi Agency Safeguarding Hub (MASH) processes. This consultancy review has formed the basis of the MASH development programme led by Surrey County Council on behalf of the Children and Adult Safeguarding Partnerships.
- Procured external specialist investigators to; audit the force reviews and case audits to ensure their accuracy, support live child protection investigations and perform ongoing mentoring to child abuse investigators.
- Implemented an innovative retention and reward package for detectives, focusing on new detectives and those working in public protection. This is to ensure the best detectives apply for public protection roles and Surrey is attractive for detective recruitment.
- Provided additional budget to address an immediate capacity gap within digital forensic service provision. This has improved effectiveness and timeliness of public protection investigations.
- Reviewed demand in SIUs as part of the PiYN change programme and identified additional detective capacity to ensure resources are sufficient to cope with the volume and complexity of demand.

## **We will**

- Implement the PiYN permanent SIU uplift from April 2016, as approved by the Police and Crime Commissioner.
- Ensure that, post PiYN implementation, the community safety teams are primarily focused on prevention activity targeted, with partners, at repeat people and locations.
- Review demand in all central public protection teams to identify additional detective capacity to ensure the resources are sufficient to cope with the volume and complexity of demand.

- Define the optimal detective workload in Safeguarding Investigation Units (SIUs) and Sexual Offences Investigation team (SOIT). Accepting that, dependent on complexity, some individual workloads may be higher or lower than average.
- Through the considered business cases for all central Public Protection teams, secure the necessary resources to ensure the resilience of each unit to meet the current and projected demands.
- Develop within core business a dedicated police audit capacity in Public Protection to undertake qualitative audits of child abuse, domestic abuse and other public protection cases (the current team being funded in year from underspend).
- Review and deliver improved working patterns of teams and individuals to ensure there is an efficient and effective response to demand across all public protection teams.
- Ensure that support functions such as the delivery of digital forensics, communications data and surveillance are sufficiently resourced, with the necessary tasking processes, to meet the longer term and increasing demand for their services from public protection.
- Continue to work with partners and the MASH project team to deliver a single unified MASH for Surrey covering child and adult referrals, with effective information sharing protocols.
- Review and implement a revised welfare plan for public protection. This will incorporate mandatory and voluntary assessments to ensure the ongoing welfare of staff, with the objective to reduce unplanned absences.

#### Key Activities/Milestones:

<b>Oct 2015</b>	<ul style="list-style-type: none"> <li>• Reviewed capacity for all central public protection functions</li> <li>• Submitted proposals for short-term uplift in SIU detective numbers to allow a reduction in average workloads of live child abuse investigations</li> </ul>
<b>Nov 2015</b>	<ul style="list-style-type: none"> <li>• Submission of business cases for central public protection team uplift</li> <li>• Complete review of working patterns in public protection teams and individuals</li> <li>• Implementation of retention and incentive package for detectives and public protection detectives</li> </ul>
<b>Dec 2015</b>	<ul style="list-style-type: none"> <li>• Uplift SIU detective resources to reach optimal workloads</li> <li>• All child abuse cases to be investigated within SIU, CAU, SOIT or</li> </ul>

	<b>POLIT</b>
<b>March 2016</b>	<ul style="list-style-type: none"> <li>• <b>Deliver revised welfare plan for public protection staff</b></li> <li>• <b>Subject to business case, implement a Public Protection Standards Unit (PPSU) with single agency child abuse audit capability</b></li> <li>• <b>Increased Digital Forensics examination capacity</b></li> <li>• <b>Uplift SOIT detective increase to reach optimal workloads</b></li> </ul>
<b>Aug 2016</b>	<ul style="list-style-type: none"> <li>• <b>Delivery of single unified MASH for Surrey (partnership dependencies)</b></li> </ul>

### We succeed when:

- The average child abuse investigator workload in Safeguarding Investigation Units (SIUs) is no more than the defined optimal workload.
- The average child abuse investigator workload of Sexual Offences Investigation team (SOIT) investigators is no more than the defined optimal workload.
- All child abuse cases are only investigated within Safeguarding Investigation Units (SIUs) and Sexual Offences Investigation Team (SOIT), Complex Abuse Unit (CAU) or the Paedophile On-Line team (POLIT).
- The business case for increased resourcing of central public protection teams is agreed and implemented.
- The force has implemented a single agency audit capability for public protection (in core budget).
- There is a no backlog of high priority crimes/submissions for digital forensics examinations.
- Police and partners have delivered a single unified MASH for Surrey

## 2. Capability

Force and other reviews highlighted the necessity to improve investigations and the safeguarding of children. Case audits highlighted concerns regarding the ability of our investigators to identify secondary and tertiary victims and ensure the effective safeguarding of all children in a timely manner. Individual cases were immediately

rectified and a complete review of all live child abuse investigations has been completed to ensure there are no current safeguarding concerns.

## **We have**

- Completed an in depth review of all cases referred in 2014 under Operation Benotto. Appropriate investigative and safeguarding actions were taken and key issues and learning formed part of a force wide learning approach.
- Reviewed all live child abuse investigations (736 investigations on 26<sup>th</sup> June 2015) conducted under Operation Tanner. Where the case audits identified investigative and safeguarding actions, they were provided to Chief Superintendents to ensure compliance.
- Audited compliance against the Operation Tanner investigation action plans and shared outcomes with Chief Superintendents who are accountable for the delivery of the action plans.
- Provided face to face briefings with staff to disseminate key findings and learning from the Operation Benotto and Operation Tanner reviews.
- Delivered a comprehensive Child Sexual Exploitation (CSE) awareness campaign both internally and externally, working with Surrey County Council and Victim Support Scheme. The TV campaign has been shortlisted for a Public Relations Consultants Association (PRCA) Broadcast Award.
- Connected to and become part of the national Child Abuse Image Database (CAID).
- As part of the CSE Awareness Campaign and training programme issued all front-line staff with CSE National Working Group booklets detailing warning signs of CSE, powers and guidance on action to take.
- Recruited an independent external Public Protection Standards Team to audit the Operation Tanner reviews and undertake ongoing case audits of child abuse investigations, and coach and mentor child abuse investigators.
- Audited all rape investigations that had been filed in the 12 months prior to May 2015 and re-opened cases where a realistic prospect of a prosecution was identified.
- Identified individuals whose standards of investigation and safeguarding fell below the standards expected. Cases and individual performance has been assessed by an independent panel to decide the appropriate course of action. Outcomes include performance management and conduct assessments.
- Assigned Superintendent leads for all Public Protection portfolios.

- Worked with the College of Policing and visited a number of forces including, Cheshire, Norfolk and Kent to develop our improvement plan.
- Conducted a training needs assessment for all the public protection teams and portfolios to develop a comprehensive annual training strategy.
- Commissioned a joint CSE Problem Profile utilising police and Surrey Children Services information.
- Implemented a system of risk assessments and family files attached to nominal records on Niche (the force crime and intelligence system) to ensure all information is available to accurately assess the risk to victims. We have provided direction and advice to staff in their use.
- Established a process to monitor the timely compliance of the provision of information to populate risk and family files associated with vulnerable individuals.
- Trained custody staff in child and vulnerable adult safeguarding. This included inputs on CSE, children in custody and joint training with Youth Support Service on the Joint Police-Local Authority Accommodation protocol.
- Developed standardised performance products incorporating both primary indicators (positive outcome rates, reported incidents) and secondary indicators (workloads, offender management, investigation timescales), which will assess our performance and identify areas for improvement.
- Implemented a standardised performance framework, from individual to force level performance. This allows scrutiny of all public protection portfolios by the Public Protection Delivery Board.
- Established a process to place flags/markers within our IT systems to identify those who are vulnerable or at risk. The accurate and consistent application of these is a force performance aspiration and subject to review by the Crime Performance Board.
- Implemented the Surrey Police Integrated Reporting Environment (SPIRE) management tool to ensure leaders can understand and supervise individual and team caseloads within Niche.

## **We will**

- Use the Public Protection Standards Team to continually audit all child abuse investigations, coach and mentor child abuse investigators to maintain quality investigations and safeguarding. Focusing on primary, secondary and tertiary investigations and safeguarding.
- Publish a learning review from Operation Tanner which identifies thematic issues and recommendations to improve.

- Produce an Operation Tanner analytical report of the issues and themes that require intervention and response to deliver sustainable improvement in child protection, at organisational, team and individual levels.
- Develop the methodology for, and undertake a proportionate review of filed/closed child abuse investigations.
- Use the outcome of the training needs analysis to prioritise and implement the Public Protection Training Strategy in a co-ordinated, effective and auditable way.
- Ensure all SIU child abuse investigators are Specialist Child Abuse Investigator Development Programme (SCAIDP) and Joint Investigation Team (JIT) trained.
- Ensure the force optimises its use of the national Child Abuse Image Database (CAID) and makes effective use of technology to investigate perpetrators.
- Train front line supervisors in risk assessments for children who go missing from home. This will include understanding risk factors (CSE, drugs, self-harm), the need for consistent and accurate risk assessments, case ownership, and timely and thorough record keeping.
- Improve our processes to ensure that missing children risk assessments are reviewed at handover or when circumstances change, and that case ownership is specified clearly at each stage.
- Improve our processes to ensure all repeat missing children are flagged, relevant partnership discussions about risk are recorded on family files linked to the child, that trigger plans for repeatedly missing children and locations are identified and reviewed with partners to prevent re-occurrences.
- Ensure that repeat standard risk domestic abuse cases are identified and raised appropriately to the Multi-Agency Risk Assessment Conference (MARAC).
- Optimise our use of available technology to assist the (i) identification and prosecution of perpetrators of child abuse and (ii) identification and safeguarding of victims and potential victims.
- Develop and implement standardised investigative and closing templates focussed on the key findings of Operation Tanner to ensure all important elements of investigation and safeguarding are considered.
- Establish agreed authority levels and public protection investigative standards direction for key areas as highlighted in the review work such as; Detective Inspector or equivalent authority for delayed arrests, bail in rape cases, ensuring information on 39/24s is reflected on crime reports, re-grading/non-deployment in force Contact Centre, out of custody interviews, supervisor reviews, voice of victims, checks on child welfare, recording observations of child whenever present, appropriate feedback to the child etc.

- Within the Contact Centre ensure that any delays in deployment of police to a child at risk are escalated to a supervisor.
- Identify and implement standardised risk assessments for front line and Contact Centre staff to ensure quality and consistency, and ensure risks are effectively identified and prioritised.
- Ensure a system is in place to confirm the correct and timely submission of child and adult at risk forms and that this process is subject to regular audit.
- Ensure investigation risk assessments consider the risk to the victim, other identified persons and the wider risks to other potential victims from perpetrators.
- Work with the National Niche Development Group to ensure risk assessments are visible on the crime record, are searchable and ensure effective supervisory oversight and intervention.
- Develop and implement a flagging system to ensure survivors of domestic abuse have a visible identifiable current level of risk which is searchable, provides a visible history of previous abuse to identify escalation of risk. This system will include flags on victims' addresses subject to target hardening through the Sanctuary Scheme.
- Identify ways to engage at a qualitative level with hard-to-reach victims, especially victims of rape and serious sexual offences, domestic abuse and child victims. This will inform investigative practice and place victims at the heart of the investigation.
- Work with Outreach partners and the Office of the Police and Crime Commissioner (OPCC) to provide an independent review of victim care relating to rape and serious sexual offences, domestic abuse and child abuse. This will focus on police support to vulnerable victims and how we can ensure that the victim's voice is heard.
- Share findings of individual cases and themes identified from engagement with victims to commissioning bodies including the OPCC.
- Ensure there is an up to date problem profile for Domestic Abuse in Surrey.
- Work with all relevant partners to produce an annual Strategic Assessment for CSE in Surrey.
- Work with partners to scope the value of a Joint CSE Team to engage with victims and develop qualitative intelligence of CSE in Surrey.

### Key Activities/Milestones:

<b>Oct 2015</b>	<ul style="list-style-type: none"> <li>• <b>Completion of Operation Tanner closing report</b></li> <li>• <b>Complete a Training Needs Assessment for all public protection</b></li> </ul>
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	<p><b>departments and portfolios</b></p> <ul style="list-style-type: none"> <li>• <b>Publication of a Strategic Training Plan for Public Protection</b></li> </ul>
<b>Nov 2015</b>	<ul style="list-style-type: none"> <li>• <b>Implement children missing from home training with front line staff</b></li> <li>• <b>Operational application of Child Abuse Image Database (CAID)</b></li> <li>• <b>Implementation of public protection investigation opening and closing templates, risk assessments and investigative guidance</b></li> <li>• <b>Implementation of Contact Centre Plan to address standardised assessment of risk, escalation of non-deployment and authority levels for re-grading and flagging of persons at risk</b></li> <li>• <b>Implement the new performance framework on BCUs, Public Protection and Force-wide</b></li> <li>• <b>Deliver a plan to identify and flag all repeat missing persons and repeat locations and to ensure trigger plans are in place.</b></li> <li>• <b>Standards Team to audit Operation Tanner reviews</b></li> <li>• <b>Standards team deployed to SIUs / Central Public Protection to continue child abuse audits and mentor staff</b></li> </ul>
<b>Dec 2015</b>	<ul style="list-style-type: none"> <li>• <b>All SIU child abuse investigators will have received SCAIDP and JIT training</b></li> <li>• <b>Deliver a process for review of repeat standard domestic abuse cases</b></li> <li>• <b>Completion of thematic learning report from Operation Tanner</b></li> <li>• <b>Publish the Joint Tactical CSE Problem Profile for Surrey</b></li> <li>• <b>Complete the Domestic Abuse Problem Profile for Surrey</b></li> </ul>
<b>Feb 2016</b>	<ul style="list-style-type: none"> <li>• <b>Submit report assessing options to carry out a review of filed child abuse investigations</b></li> <li>• <b>Report on assessment of viability of a Joint CSE Team</b></li> <li>• <b>Deliver a plan to engage with hard to reach victims (including domestic abuse, rape, child abuse)</b></li> </ul>
<b>2016</b>	<ul style="list-style-type: none"> <li>• <b>Publish the Joint CSE Strategic Assessment for Surrey</b></li> </ul>

### **We succeed when:**

- We achieve adequate or good in 100% of all qualitative child abuse audits incorporating crime investigations, incident handling and cases of children in custody

- Qualitative audits show consistent delivery of primary, secondary and tertiary victim safeguarding and investigation
- We have implemented a Public Protection Strategic Training Plan
- All child abuse investigators are Specialist Child Abuse Investigator Development Programme (SCAIDP) and Joint Investigation team (JIT) trained
- 80% of Paedophile Online Investigation team (POLIT) and Sexual Offences Investigation team (SOIT) staff are SCAIDP and JIT trained
- We have published a joint CSE problem profile for Surrey
- We have published an updated Domestic Abuse problem profile for Surrey
- All Safeguarding Investigation Unit (SIU), Complex Abuse unit (CAU), Paedophile Online Investigation team (POLIT) and Sexual Offences Investigation team (SOIT) investigators are PIP 2 qualified.
- All Public Protection Detective Chief Inspectors and Detective Inspectors are SCAIDP trained
- Surrey Police is in the top 50% of forces for positive outcome rates for rape and serious sexual offences.
- 100% of child abuse cases are correctly flagged on force systems.
- The force achieves in excess of 95% compliance with Home Office Counting Rules for rape and serious sexual offences, child protection and domestic abuse cases.
- The MASH triages all children and adult coming to risk forms (Form 39/24), Niche workload in the MASH is processed within 24 hours and all high risk submissions are immediately prioritised.
- All POLIT referrals are risk assessed for prioritisation within 24 hours

### 3. Leadership

Surrey Police understands the importance of clear and effective leadership if the force is to ensure the most vulnerable in our communities are protected from harm. We recognise the necessity for senior leaders to take ownership and responsibility to drive improvements in these key areas.

## We have

- Through the Chief Constable's personal leadership developed new governance, oversight and performance arrangements for public protection. The Chief Constable has taken personal responsibility for chairing strategic groups to develop the force's response to public protection, requiring monthly reporting to the Chief Officer Group meeting.
- Under the leadership of the Deputy Chief Constable, refreshed and refocused the force performance framework focussing on crime performance, legitimacy and efficiency. The Deputy Chief Constable chairs the force Crime Performance Board where senior leaders are held to account, including public protection performance.
- As the Chief Officer lead for Public Protection, Assistant Chief Constable (Specialist Crime) has established a Public Protection Strategy Board to drive delivery.
- Reviewed leadership roles within public protection to ensure leadership resilience and that our leaders have the required skills, experience and motivation to perform their roles.
- Significantly increased senior public protection leadership. There is now a Detective Chief Inspector responsible for Public Protection on each division with two Detective Inspectors supervising the Safeguarding Investigation Units. Centrally Public Protection departments are each managed by a Detective Inspector who report to a Detective Chief Inspector, Detective Superintendent and a Detective Chief Superintendent.
- Identified and ring fenced a Detective Chief Superintendent and Detective Superintendent to focus on the public protection improvement programme for a minimum of six months.
- Ensured that each public protection portfolio has a Superintendent lead who is accountable for the portfolio's development and delivery. This has significantly increased the capacity of senior leadership to deliver improvements.
- Reviewed the police leadership within partnership arrangements and assessed the level of leadership at Safeguarding Boards. An Assistant Chief Constable is a full member of the Surrey Safeguarding Children's Board and chairs the Board's CSE Strategy Group. The Detective Chief Superintendent Public Protection is a full member of the Surrey Safeguarding Adults Board.
- Enhanced the leadership responsibilities of divisional commanders. In April 2015 Safeguarding Investigation Units were transferred to divisional commands, local Chief Superintendents are now responsible and accountable for local public protection delivery.

- Held regular leadership days including presentation from a national expert on Child Sexual Exploitation and sessions on changing culture and challenging performance within public protection.
- Provided enhanced training for Domestic Abuse and Mental Health Champions, who provide advice and operational leadership role and advice for frontline staff.
- A dedicated Diversity Crimes Unit, which provide force leadership for Harmful Traditional Practices including Honour Based Violence, Force Marriage and Female Genital Mutilation
- Established a Conduct Assessment Panel to review cases where the standard of investigation or safeguarding has fallen below the standards expected. This panel is chaired by the Head of Professional Standards Department (PSD) and includes independent participants from the Independent Advisory Group and voluntary sector.

### We will

- Present the learning and findings from Operation Tanner to leaders across the force to embed these critical findings and re-enforce that the safeguarding of children and other vulnerable persons is everybody's responsibility.
- Introduce an induction package for senior leaders in Public Protection to ensure they are informed on all key issues identified from force reviews, audits and inspections. This induction package will include the use of mentors to support leaders to deliver effective investigations and safeguarding.
- Ensure staff have a clear and compelling sense of direction and priorities, and that consistent messages are delivered by all senior leaders.
- Ensure intrusive and supportive supervision by first and second line managers, which will utilise improved performance and management information and quality dip checks.
- Through the Public Protection Standard Team (PPST) develop coaching and mentoring opportunities for staff.
- Support Constables and Sergeants to understand their leadership role in making accurate risk assessments, and working with and/or challenging partners to manage that risk.

### Key Activities/Milestones:

<b>Nov 2015</b>	<ul style="list-style-type: none"> <li>• <b>Present the learning from Operation Tanner to all senior leaders</b></li> </ul>
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<b>Jan 2016</b>	<ul style="list-style-type: none"> <li>• <b>Implement an induction / support package for all new senior leaders in Public Protection</b></li> </ul>
<b>June 2016</b>	<ul style="list-style-type: none"> <li>• <b>All Detective Chief Inspectors and Detective Inspectors to be trained to national standards in child abuse investigations.</b></li> </ul>

### **We succeed when:**

- All Public Protection leaders up to Detective Chief Inspector rank are SCAIDP and JIT qualified.
- The current public protection leadership structure is finalised through a budgeted establishment for the force.
- Case audits demonstrate supervision and leadership case reviews are regularly undertaken and add a qualitative value to investigations. Where required, such reviews must be completed in accordance with force policy.
- Staff believe that senior leaders are supporting them and consistent in their messages and actions, evidenced through staff survey results and audits.
- The temporary leadership positions for Operation Sherborne Public Protection Improvement Programme are no longer required and continual improvement is part of business as usual.

## **4. Governance**

In order to attain significant improvements in the quality of investigations and safeguarding, it is important that the appropriate governance is in place to ensure the delivery of Operation Sherborne, Operation Tanner, Public Protection portfolios, performance and crime data integrity.

It is also essential that, for the effective delivery of safeguarding and child protection investigations, force policies and procedures are up to date, readily accessible and provide advice and guidance for staff.

### **We have**

- Established a governance structure for Public Protection. The tactical leadership is provided by the Public Protection Delivery Board chaired by Detective Chief Superintendent Public Protection. This board oversees the public protection improvement projects as well as all portfolio improvement plans. This Board reports

in to the Public Protection Strategy Board chaired by Assistant Chief Constable (Specialist Crime). The Chief Constable and senior leaders provide force oversight through the Extended Chief Officer Group Meeting.

- Under the leadership of the Deputy Chief Constable refreshed and refocused the force performance framework focusing on crime performance, legitimacy and efficiency. The Deputy Chief Constable chairs the force Crime Performance Board where senior leaders are held to account, including public protection performance.
- Established governance to manage crime data integrity through Strategic Crime, Incident and Recording Group (SCIRG) and force risks reporting into the Strategic Threat, Risk and Learning Group (STRALG). Both of these meetings are chaired by the Deputy Chief Constable.
- Identified force thematic operational risks, for which an Assistant Chief Constable is accountable and the thematic risks are scrutinised at STRALG. The thematic risks are Public Protection, Missing Persons, Mental Health, Custody and Investigative Standards.
- Implemented CSE Oversight Boards on each of the divisions chaired by the local Crime Superintendent. The purpose of this board is to ensure those at risk of CSE and missing children are being safeguarded and that perpetrators are targeted and disrupted.
- Improved force tasking processes to ensure that resources, including specialist assets are deployed based on threat, harm and risk. This has included an increased focus on public protection cases.
- Established command risk oversight meetings, where high risk and complex case are overseen by Chief Superintendents. These are then overseen at a force level risk meeting chaired by an Assistant Chief Constable.
- Worked with partners to implement a new governance structure for CSE and missing children through Area Missing and Exploited Children's Conferences (MAECCs), which are overseen by the MAECC Oversight Group chaired by the Head of Public Protection and the Head of Children's Services Safeguarding. This in turn reports into the Surrey Safeguarding Children's Board.
- Worked with partners to ensure appropriate senior representation at key partnership meetings. Area MAECCs are chaired by Children Services Area Managers and attended by a Detective Chief Inspector. CSE Strategy Group has Superintendent or above equivalent representation which ensures key decision making can be progressed in the critical area of business.
- Presented the force public protection performance at a scrutiny panel chaired by the Police and Crime Commissioner, in addition to monthly performance webcasts.
- Established a Force Investigative Standards oversight board, chaired by an Assistant Chief Constable, which will use the improvement plans from Operation

Sherborne, Policing in Your Neighbourhood and Specialist Crime to raise investigative standards across the force.

- Commissioned a business case to develop a Public Protection Strategy Unit (PPSU), with a remit to identify and progress best practice, progress portfolio improvement plans and deliver the single agency audit capability for child abuse investigations.
- Reviewed and rationalised remits for public protection units to ensure that investigations are allocated to those with the most appropriate expertise to progress effectively.
- Given clear direction and communication to staff that voluntary attendance at Police Stations is not to be used for suspects of child abuse without the authority of a Detective Inspector

### **We will**

- With partners review the structure and effectiveness of the Missing and Exploited Children's Conferences and CSE Oversight Groups. They have been implemented for over six months and it is an appropriate time to conduct a review and report back to the Surrey Safeguarding Children's Board.
- Review with partners the architecture of multi-agency safeguarding meetings in Surrey to ensure it is providing the effective delivery of safeguarding vulnerable people.
- Wherever possible ensure public protection is part of existing governance arrangements, ensuring all staff see it as everybody's business to safeguard the vulnerable.
- Review all our policies and procedures related to public protection to ensure that all are all relevant, reflect APP, up to date, accessible and easy to understand.

### **Key Activities/Milestones:**

<b>Nov 2015</b>	<ul style="list-style-type: none"> <li>• <b>Initiate the new performance framework on BCUs, Public Protection and Force wide</b></li> <li>• <b>Complete the review of all leadership roles in Public Protection</b></li> </ul>
<b>Dec 2015</b>	<ul style="list-style-type: none"> <li>• <b>Review of all Policy and Procedure relating to Public Protection</b></li> </ul>
<b>Jan 2016</b>	<ul style="list-style-type: none"> <li>• <b>Review and report on the structure and effectiveness of the Missing and Exploited Children's Conference process / CSE Oversight Groups</b></li> </ul>

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| <b>Feb 2016</b> | <ul style="list-style-type: none"> <li>• <b>Review with partners the effectiveness of the multi-agency safeguarding architecture in Surrey</b></li> <li>• <b>Ratify temporary increases in supervision within public protection</b></li> <li>• <b>Deliver a single agency child protection audit function</b></li> <li>• <b>Deliver a fully funded central PPSU</b></li> </ul> |
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### **We succeed when:**

- There is a consistent and uniform public protection performance framework for the force, commands, teams and individuals.
- Performance measures and management information is available for all public protection portfolios.
- Audits and reviews of governance structures relating to missing and exploited children show a consistent effective and efficient delivery of recognition and mitigation of risk
- We have completed a review and rationalisation of all Public Protection Policies and Procedures
- We are consistently delivering 95% compliance with Home Office Counting Rules, as monitored through audits.
- We are consistently delivering 100% compliance for the flagging of vulnerability, as monitored through audits.
- We are consistently delivering 100% compliance relating to the management and welfare of children in custody, as monitored through audits.

## **5. Partnerships**

Safeguarding the most vulnerable in society will only be achieved with the complete and determined contribution of many statutory and voluntary partners in the County. Surrey Police are absolutely committed to their role in building both statutory and informal relationships with our partners. The previous sections outlined the work Surrey Police has carried out and will undertake to ensure that leadership and governance structures are in place for public protection. These strands are intrinsically linked to how we will work with partners.

### **We have**

- Reviewed the police leadership within partnership arrangements, and assessed the level of leadership at key Safeguarding Boards. An Assistant Chief Constable is a full member of the Surrey Safeguarding Children's Board and chairs the Board's CSE Strategy Group. The Detective Chief Superintendent Public Protection is a full member of the Surrey Safeguarding Adults Board.
- Worked with partners to implement a new governance structure for CSE and missing children through Area Missing and Exploited Children's Conferences (MAECCs), which are overseen by the MAECC Oversight Group chaired by the Head of Public Protection and the Head of Children's Services Safeguarding. This in turn reports into the Surrey Safeguarding Children's Board.
- Worked with partners to ensure appropriate senior representation at key partnership meetings. Area MAECCs are chaired by Children Services Area Managers and attended by a Detective Chief Inspector. CSE Strategy Group has Superintendent or above equivalent representation which ensures key decision making can be progressed in the critical area of business.
- Worked with partners and escalated through the Surrey Safeguarding Children's Board (SSCB) the requirement for Children Services to provide independent return interviews for all missing children. A pilot has been running for independent interviews of looked after children (not in Care Homes) since the start of 2015. Plans are now in place to commission this service for all children missing from home in Surrey. This is overseen by the Safeguarding Board's CSE Strategy Group, chaired by an Assistant Chief Constable.
- Worked with and escalated to senior levels within the Crown Prosecution Service (CPS) to resolve the significant delays in the CPS times for charging decisions on rape and serious sexual offences cases. This resulted in dedicated crown advocates being ring fenced to reduce the waitlists on a permanent basis, which has already had a significant affect across the South East Region.
- Agreed a joint protocol with Surrey County Council for the provision of emergency remand accommodation for children in custody, which has formed an integral part of the custody training programme.
- Worked with partners to delivered joint training to our staff and develop operating practices across public protection portfolios, including domestic abuse, child abuse and female genital mutilation.
- Implemented a single partnership list of those who are victims of, or at risk of, CSE. This list is scrutinised through the MAECC process to ensure victims are appropriately safeguarded.
- Secured additional funding from Surrey Police and Crime Commissioner for a CSE Partnership Manager, CSE Coordinator and 'What is Sexual Exploitation' (WiSE) workers.

- Established a joint Multi-Agency Public Protection Arrangement Strategic Management Board across Surrey and Sussex.
- Been a key partner in the development of the Surrey Mental Health Crisis Care Concordat. This has developed key improvements and ensured partners have improved their response in supporting those who are in crisis.

## **We will**

- Develop the focus of MAECCs to ensure perpetrators of CSE and key locations are targeted through a partnership approach.
- Continue to monitor Rape and Serious Sexual Offences (RASSO) charging delay times while exploring with partners innovative approaches to improve Crown Prosecution Service (CPS) rape and serious sexual offences advice and timely charging decisions.
- Continue to work with partners to ensure the effective and timely delivery of independent return interviews for all children that go missing in Surrey and that the information is shared with police.
- Work with partners to ensure the availability of timely forensic medical examinations in child sexual abuse cases, conducted in the best interests of the child.
- Support partners to develop and implement a domestic abuse perpetrator focused process for targeting serial offenders, utilising a multi-agency approach to risk reduction, mitigation and disruption of offending opportunities.
- Review information sharing protocols relating to children and adults at risk to ensure that they are fit for purpose for all partners and ensure the safeguarding of individuals.
- Continue to be a key sponsor for the MASH programme and work with the lead agency, Surrey County Council to deliver a single unified MASH for Surrey.
- Present this plan to the Community Safety Board, seeking to understand what stricter arrangements are being put in place by other bodies in response to the changing nature of crime.
- Develop our partnership working with other law enforcement agencies, including the National Crime Agency and South East Regional Organised Crime Unit, to ensure there is a greater focus on public protection threats.
- Work with Outreach partners and the OPCC to provide an independent review of victim care relating to rape and serious sexual offences, domestic abuse and child abuse. This will focus on police support to vulnerable victims and how we can ensure that the victim's voice is heard.

- Share findings of individual cases and themes identified from engagement with victims to commissioning bodies including the OPCC.
- Ensure there is an up to date problem profile for Domestic Abuse in Surrey, based on police and partnership information.
- Work with all relevant partners to produce an annual Strategic Assessment for CSE in Surrey.
- Work with partners to scope the value of a Joint CSE Team to engage with victims and develop qualitative intelligence of CSE in Surrey.

### Key Activities/Milestones:

<b>Dec 2015</b>	<ul style="list-style-type: none"> <li>• <b>Deliver a process to ensure that all child medical forensic examinations are delivered in a timely manner</b></li> <li>• <b>Deliver a Surrey Police / SCC Joint Problem Profile for CSE</b></li> </ul>
<b>2016</b>	<ul style="list-style-type: none"> <li>• <b>Deliver ISPs that are fit for purpose for both the MASH and to inform strategic public protection work</b></li> <li>• <b>Deliver a CSE Strategic Assessment for Surrey</b></li> <li>• <b>Deliver, with partners, a 'single front door' MASH for Surrey</b></li> </ul>

### We succeed when:

- We have a current partnership joint CSE Problem Profile, which is regularly refreshed.
- Police and partners have delivered a single unified MASH for Surrey
- Children Services provide independent return interviews for all children missing from home in Surrey and that information and themes are shared with police.
- All forensic child medical examinations for victims of child abuse are conducted in timely manner and in the best interests of the child
- Partnership audits demonstrate partnership working arrangements are effective. This will include audits undertaken on behalf of the Surrey Safeguarding Children and Safeguarding Adults Boards.