

## SURREY POLICE AND CRIME PANEL

### PROGRESS AGAINST THE POLICE AND CRIME PLAN

1<sup>st</sup> DECEMBER 2016

#### INTRODUCTION

The PCC has published a Police and Crime Plan for 2016 to 2020 based on the 6 manifesto pledges he made during his election campaign. Informed by consultation, scrutiny of current force performance and meetings and visits with Surrey Police, public and partners, the PCC's plan also contains actions to show how the 6 priorities within the plan will be met. In addition, there are some high level performance-related aims included within the plan.

The 6 objectives set out in the plan are as follows:

- Cutting crime and keeping people safe
- Supporting victims
- Tackling rural crime
- Making our town centres safe
- Tackling the threat of terrorism
- Making every pound count

The plan was provided in draft form to the panel in early July and was published on 10<sup>th</sup> August. The plan is available on-line on the OPCC's website or in paper copy on request.

This report provides an update on how the plan is being met. It is very early days for the plan and updates will become more detailed over time. Also attached is progress against the key performance aims set out in the plan. Again, these aims are scheduled to be achieved over the course of the next 4 years and currently the plan is only in its first few months of delivery. The PCC will be reviewing the plan in its entirety in 2017.

## CUTTING CRIME AND KEEPING PEOPLE SAFE

The key actions within this priority are as follows:

- Reviewing the Policing in Your Neighbourhood (PiYN) model
- Capturing and building on local good practice
- Encouraging communities to volunteer
- Surrey roads to be safer
- Encouraging and supporting Joint Enforcement Teams (JETs)
- Police to solve more 'non-street' crimes (e.g. abuse of children, domestic abuse, sexual abuse)
- Commissioning partner activity to reduce re-offending and divert people from crime
- Prevention and detection of hate crime

The final version of the PIYN post implementation review was shared with the PCC at the end of October. The review contains 6 key findings and 31 recommendations. Early conclusions are that PiYN is achieving or will achieve its projected outcomes and that risk management structures and processes are working effectively. There are still some capability and capacity issues but these are addressed in the recommendations. It is also recognised that communication with stakeholders needs to improve. The next steps are moving towards PiYN becoming 'business as usual' and to progress the 31 recommendations. It has also been decided that an independent review of PiYN will be commissioned in October 2017 and the PCC will have involvement in this.

Surrey Police now has a Citizens in Policing Strategy which provides the framework for Surrey Police's commitment to developing a diverse volunteer programme which supports the delivery of policing priorities. It sets out the Force's plans for the next three years and the changes it wants to see to volunteering within Surrey Police. The strategy incorporates a vision, mission and five strategic aims and how these will be achieved. It also defines how success will be measured. The scope of the Citizens in Policing Strategy will extend to the following five types of volunteers who are engaged with Surrey Police (with the exception of Volunteer Police Cadets who are currently being recruited):

1. Special Constables
2. Police Support Volunteers
3. Volunteer Police Cadets
4. Watch Schemes
5. Other Volunteer Groups/Networks

As at the 31st August 2016, the current number of Specials and Volunteer were 120 and 144 respectively.

The PCC is encouraged by the progress on volunteers and will work closely with Surrey Police to develop this area, including support funding where required – for example the PCC is currently considering the funding for uniforms for Police cadets.

Waverley, Guildford and Tandridge have expressed an interest in developing a JET team or similar and the OPCC will work with these areas to help develop their plans. The PCC has recently met with Guildford Borough Council who are progressing well and has agreed in principle to provide some start-up funding for the Guildford JET.

Surrey Police has an Integrated Offender Management (IOM) programme and the Transforming Women's Justice Programme is in place already aimed at reducing reoffending. The OPCC is currently recruiting for a new policy officer for Criminal Justice matters and once in post this person will be responsible for commissioning further partner activity to reduce re-offending and divert people crime.

The PCC attended the force hate crime conference held in October 2016 and has promoted anti-hate crime messages via social media, including wear red day to show support for Show Racism the Red Card campaign. There has been an increase of +9.8% hate crime offences recorded in this financial year (although small numbers), most notably racial crimes and disability crimes. A separate report on trends in hate crime and action being taken is on the panel agenda.

The PCC has met with Councillor John Furey, the Surrey County Council cabinet member for highways, to discuss improving transport and road safety in Surrey. Promoting safe road behaviour in Surrey, including reducing mobile phone usage at the wheel, remains a priority for the PCC.

In terms of performance, there has been a slight but not significant drop in the percentage of people believing that the police deal well with anti-social behaviour and crimes that matter in their area. The positive outcome rate (previously known as the detection rate) for crimes against vulnerable people has improved slightly from 26.4% to 27.7% in the last 12 months.

## **SUPPORTING VICTIMS**

The key actions within this priority are as follows:

- To move from an inspection grade for protecting vulnerable people from inadequate to good (or better)
- To ensure that victims of child abuse get the right support
- To co-ordinate with agencies to ensure support for victims of trafficking/modern slavery
- To work with partners to deliver an efficient criminal justice system
- Oversee partnerships and prevention advice and training for cybercrime
- Monitor victim surveys to ensure they are used to improve victim care

As previously reported, the PCC continues to fund specialist support for child victims of abuse. The Assistant Police and Crime Commissioner is continuing with the project to ensure the voice of the child is heard in developing a response to Child Sexual Exploitation (CSE). Surrey Police have also worked with the OPCC to fund a specialist service for deaf victims of domestic abuse and their

children and specialist support workers for those children experiencing domestic abuse at home and for those living in refuge.

IRIS (Identification and Referral to Improve Safety) is operating in GP surgeries in the East of the county, with OPCC funding. Research shows that Domestic Abuse victims will have experienced up to 35 incidents of abuse before reporting to the police so OPCC has invested in this project which facilitates early intervention. Work is in progress between Surrey Police and the OPCC to commission a pilot support service (similar to those services offered by mediation) for repeat and vulnerable victims of anti-social behaviour.

In terms of Modern Slavery, the PCC has received a briefing on the topic from a national perspective and will receive a briefing from the Surrey Police lead in December. The OPCC is currently considering whether there are appropriate governance arrangements of partnership activity in tackling Modern Slavery and other Serious and Organised Crime.

The PCC has met with the Chief Crown Prosecutor for the South East Region and the project to put a Surrey Police officer into the offices of the Crown Prosecution Service is now in place with funding provided by the PCC. This aims to improve file quality, one element in improving the delays in reaching charging decisions for victims of rape and serious sexual assault. He has also met with the Director for Public Prosecutions to reinforce his concerns with the delays of rape cases going through the criminal justice system. There are initial signs of improvement but the delays remain a concern.

The force surveys certain victims of certain types of crime (violent crime, burglary and vehicle crime). Survey results are reviewed monthly by the force and key messages are disseminated. For vulnerable victims, understanding victim satisfaction can be difficult, with the Force reliant on many other service providers to feed in information. However, the OPCC is actively working with agencies to improve how we collate this information. Examples include the development of a new child sexual exploitation (CSE) performance dashboard which will aggregate data from a number of agencies and a shared domestic abuse (DA) performance framework that will ensure all agencies providing DA services are capturing and sharing an agreed set of performance indicators. The OPCC is also represented on the Force's Performance Monitoring Group.

The HMIC visited Surrey Police in November to carry out the effectiveness part of the PEEL (Police, Effectiveness, Efficiency and Legitimacy) inspection process, which includes the grading for the protection of vulnerable people. The report isn't expected until 2017. Surrey Police has a comprehensive continuous improvement plan in place for Public Protection.

The OPCC continues to work with Victim Support to ensure that they modernise and provide up to date services that meet the needs of victims.

Victim satisfaction is showing a drop this year from 81% in 2015/16 to 79% for the last 12 months.

## TACKLING RURAL CRIME

The main actions within this priority are as follows:

- Work with organisations who want to protect rural areas
- Understand the issues and improve performance for the 101 number
- Review PiYN and look at the impact on response times
- Hold Surrey Police to account for providing communities with a named police contact when they have policing problems and for providing the right support to help with local problems

A new Rural Crime Delivery Plan 2016–2020 has been developed by Surrey Police and presented to the PCC. The plan includes the creation of a new post of Rural Crime co-ordinator, a new force definition of rural crime, a rural crime flagging system for tracking rural crime, re-invigorating the Country Watch system and introducing a CountryWatchers scheme. New volunteer rural crime community engagement volunteers are being recruited to provide effective liaison between Surrey Police and rural communities.

The 101 number is showing recent improvements in performance with some days in October showing over 80% of calls answered within 60 seconds and overall performance is now showing a gradual improvement. The 7 months' data shows 40% of all calls being answered within 60 seconds, but in more recent months performance has been much higher at around 60%. A workshop is being held in November to discuss how performance can be sustained and what other actions can be taken. Performance in answering emergency 999 calls remains strong with 95% being answered within 10 seconds in October.

Response times form part of the PiYN project implementation review and grade 2 and 3 incidents (that is, incidents that aren't an immediate emergency but require a response) are two areas being looked at as part of the recommendations.

In the year to September 2016, 86% of people surveyed thought that the police tackled local issues, a slight drop from the 88% baseline. As the PiYN model continues it should assist in tackling local issues with the dedicated neighbourhood teams in place.

## MAKING OUR TOWN CENTRES SAFE

The main actions within this priority are:

- Encourage partnerships to improve feelings of safety in town centres
- Consider funding for schemes that improve safety, particularly for vulnerable people
- Engage with youth organisations to understand issues faced by young people
- Ensure that councils take into account policing and safety needs when planning new infrastructure
- Develop partnerships between police, businesses and community safety agencies to tackle crime

The PCC has agreed to co-commission with Surrey County Council and Public Health a High Impact Complex Drinkers service which is envisaged will lead to a reduction in instances of town centre crime and anti-social behaviour. Pilots elsewhere in the country have shown that work with this group of people is a cost effective way to reduce crime.

As a leading member of the Crisis Care Concordat (CCC), Surrey Police have actively contributed to the development of the local delivery plan to improve services for people with mental ill health. Much of this work focuses on reducing the role of policing in mental health situations to ensure that a mentally unwell person is not unintentionally criminalised. Since the introduction of the CCC, the use of police custody for section 136 detention (mental health) has reduced significantly. Working with partners to ensure people with mental ill health receive appropriate care has been successful in reducing demand and in doing so has freed police resources to respond to more appropriate policing matters. Steps have also been put in place to improve multi-agency care of people who go missing from health establishments, often in town centres, and the numbers of persons being reported as missing to Surrey Police are beginning to reduce.

Surrey's towns have numerous schemes operating including shop watch, pub watch, street angels and community wardens and the force will be mapping out where such schemes operate. The PCC has met the night time economy manager for Guildford and looked at the variety of schemes that exist in Guildford. The focus for the PCC continues to be the protection of all people, young and old, using the town centre.

The OPCC is working with Surrey Youth Focus to assist with engagement with young people. Surrey Youth Focus submitted a successful Community Safety Fund bid to progress the engagement. Their strategic plan has been produced and they will commence engagement sessions in November 2016.

The PCC has met with Surrey Chamber of Commerce and has joined as a member of the organisation. Closer links are being formed, which will include articles in the Chamber's newsletter and participating in business training on tackling cybercrime.

88% of people surveyed in the last year say that they feel safe walking along after dark, showing no difference to the baseline measure.

## **TACKLING THE THREAT OF TERRORISM**

Included within this priority are the key actions to:

- Review plans to protect against and defeat potential terrorists
- Oversee the development and implementation of action plans, including resource levels
- Provide reassurance to the public that plans are in place

The PCC continues to scrutinise this area of work and has had national, regional and local input. He has received an update on Surrey Police's ability to meet

their national responsibilities and has attended a national session which is considering how specialist capabilities in policing, including firearms officers, should be developed in the future.

Surrey Police have specially trained Counter Terrorism Security Advisers (CTSAs) who can provide advice to businesses that could be at risk from terrorist activity, particularly those in crowded places. Surrey Police also has a team of Prevent Engagement Officers (PEO's) who work with the public and partner agencies to prevent terrorism and violent extremism from taking root in our communities. The PCC is regularly briefed on this work.

Surrey & Sussex Police participate in local and regional exercises to ensure their readiness to respond to an emergency or attack, as well as looking to extract learning opportunities from the National Exercise programme.

### **MAKING EVERY POUND COUNT**

The key actions contained within this priority are:

- Making savings in the OPCC to free up resources for front-line delivery
- Work with government on a new police funding formula to make sure Surrey has its fair share
- Ensure that any savings delivered from support services can be directed to the front-line
- Work with Surrey Police and other partners to set an estates strategy that best meets Surrey's needs

The PCC will present the budget for his office to the February meeting of the Police & Crime Panel.

The PCC has had national discussions on the police funding formula 2018/19 and has written to all local MPs and leaders about the importance of ensuring a fair settlement for Surrey. The OPCC Treasurer is feeding into the work to develop a new formula.

The estates strategy continues to be developed and an interim scrutiny on progress is planned for late December.

Currently in development is the Tri-Force Enterprise Resource Planning system (HR, Duties, Finance and Fleet) which is expected to make back office functions more efficient and allow resources to be saved and invested into the frontline, plus improve the user experience. Surrey Police has also been awarded £1.5 million to be shared with three other forces (Sussex, Hampshire and Thames Valley) to improve the way technologies work together under the South East Regional Integrated Policing Programme (SERIP). They have been awarded the funding from the Police Transformation Fund (PTF) to be rolled out over the next two years.

## OTHER COMMITMENTS IN THE PLAN

In addition to the 6 priorities, a number of over-arching commitments are made within the plan by the PCC. These are in four areas as shown below.

### Accountability:

- Hold the Chief Constable to account on the delivery of priorities
- Ensure that the Chief Constable promotes ethical behaviour
- Foster good relationships within partnerships and provide leadership, governance and funding

The PCC continues to scrutinise the Chief Constable on a monthly basis on the delivery of the priorities within the plan. Specific pieces of work and attendance at Surrey Police internal boards have been carried out by officers at the OPCC on topics of high concern within the plan including 101 performance, Policing in Your Neighbourhood and delays for victims through the court process.

The PCC has asked for an update on the employee survey, one measure of ethical behaviour, and has held quarterly meetings to scrutinise complaints and internal conduct matters.

The PCC continues to take an active part in partnership boards, including the Criminal Justice Board, Policing Together with Sussex Police and the Emergency Services Collaboration Board. The PCC is the chair of the Community Safety Board.

### Finance:

- Scrutinise future financial and savings plans
- Review the victims fund and aim for longer term contracts
- Review the Community Safety Fund and the criteria for awarding grants
- Direct funding received from the seizure of criminal assets towards front-line activity

The Victims fund and Community Safety fund have been reviewed and this action is complete for the current financial year. A commissioning strategy has been set and published on the PCC's website and is a separate item on the Panel's agenda.

Following reports that savings plans weren't all going to be met, the OPCC is providing increased scrutiny of the Surrey Police change programme.

An update on the Proceed of Crime Act funds has been requested to come to a PCC Performance Meeting in December.

### Equality and diversity

- Work with the Independent Advisory Group (IAG)
- Good links and meet with a wide range of community groups

- Oversee the Surrey police Equality, Diversity and Human Rights Strategy

The PCC attended a recent IAG meeting to discuss hate crime concerns. He has continued to work with a wide range of community groups including the East Surrey YMCA, the Breck Bednar Foundation who work to keep young people safe online, Surrey Search and Rescue a number of Neighbourhood Watch groups and Wescott Village Association. He has also met with the Citizen's Advice Bureau to discuss closer collaboration with helping victims and witnesses through the court process.

The PCC is taking a national role in Equality and Diversity issues via the Association of Police & Crime Commissioners.

### **Strategic policing requirement**

- Work with the Chief Constable to ensure that Surrey balances its requirement to meet national threats with protecting Surrey locally

The PCC scrutinised the force response to the Strategic Policing Requirement (SPR) at his recent Performance Meeting. The SPR requires all police forces to collectively tackle the nationally identified threats (currently terrorism, serious and organised crime, large scale public disorder, civil emergencies, national cyber security incidents and child sexual abuse). The PCC was provided with an update on the Surrey Police capacity and capability which was overall a positive picture. Some improvements were needed in linking neighbourhoods to tackling serious and organised crime. Cybercrime and child sexual abuse continue to grow in terms of the threat and demand. The PCC asked for prevention of terrorism to be on a future performance meeting agenda.

Balancing the national strategic policing requirements with local policing needs is at the heart of the PCCs work. The PCC takes an active role locally and nationally in ensuring the right balance for Surrey.

## Performance Measures

Aim	Measured by	2015/16 Performance	Latest 2016/17 performance
For people to feel that police deal with anti-social behaviour and crimes that matter to them in their area	% of public from survey believing that the police deal with anti-social behaviour and crimes that matter in their area <sup>1</sup>	78.7%	77.6% (12 months to Sept 2016)
For police to solve more crimes against vulnerable people (sexual offences, domestic abuse, child abuse and hate crime)	Positive Outcome Rate <sup>2</sup> for crimes against vulnerable people (sexual offences, domestic abuse, child abuse and hate crime)	26.5%	27.7% (12 months to Oct 2016)
For Surrey Police to be rated 'good' (or better) at protecting vulnerable people <sup>3</sup>	HMIC grade for protecting vulnerable people	Inadequate	Next grade expected February 2017
For victims to be satisfied with the level of service they receive from Surrey Police	% of victims of crime surveyed <sup>4</sup> satisfied with police service	81.0%	79.1% (12 months to Sep 2016)
For police to improve the answering of the 101 non-emergency number	% of 101 calls answered within 60 seconds <sup>5</sup>	50.0%	40% (Apr to Oct 2016)
For communities to feel that police deal effectively with their issues	% people in who feel that police tackle local issues <sup>1</sup>	88.2%	86.2% (12 months to Sept 2016)
For people to feel safer in Surrey's towns	% residents who say they feel safe walking alone after dark <sup>1</sup>	87.9%	87.6% (12 months to Sept 2016)
To improve the percentage of budget spent on front-line policing	% of force budget spent on front-line policing <sup>6</sup>	71%	Next updated December 2016
To ensure a robust plan remains in place and is kept updated and properly funded to prevent and defeat terrorist activities in Surrey	For plans in place and updated to satisfaction of PCC	Not applicable	PCC currently content with plans in place – although to be kept under review

<sup>1</sup> Source: Surrey's Joint Neighbourhood Survey

<sup>2</sup> A positive outcome is where a crime has resulted in a: charge/ summons, caution/ reprimand a penalty notice, warning, a community resolution of been taken into consideration at court. The rate is the number of positive outcomes in a period as a percentage of crimes recorded in that period (not necessarily relating to the same crimes).

<sup>3</sup> HMIC grades are inadequate, needs improvement, good and outstanding

<sup>4</sup> This is a defined group of victims (victims of non-domestic violent crime, burglary, vehicle crime, hate crime) as not all crime types are suitable for surveying

<sup>5</sup> This is currently a proxy measure as due to changing processing used to respond to, risk assess and deal with 101 calls effectively as well as planned changes to telephony, this is no longer a good indicator of performance. A more appropriate measure of improvement is being sought.

<sup>6</sup> Source- HMIC annual value for money statement. Front-line includes visible (patrol, response etc.) and non-visible (call-handling, public protection investigators etc.). Consideration is being given to whether there is a better indicator for this measure.

**RECOMMENDATION**

That the Police and Crime Panel notes the early progress made against the Police and Crime Plan 2016-2020.

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