

SURREY POLICE AND CRIME PANEL

POLICE AND CRIME PLAN 2018-2020 – PROGRESS 19 September 2018

INTRODUCTION

The PCC published a refreshed Police and Crime Plan for 2018 to 2020. This built on the previous plan issued in 2016. The refresh was informed by emerging crime trends, consultation, scrutiny of current force performance and meetings and visits with Surrey Police, public and partners.

The six objectives set out in the 2018-2020 plan are as follows:

- Tackling crime and keeping people safe
- Building confident communities
- Supporting victims
- Preventing harm
- Making every pound count
- A Force fit for the future

The plan was published in May 2018 and is available on-line on the website of the Office of the Police and Crime Commissioner (OPCC) or in paper copy on request. This report provides an update on how the plan has been met to date.

1.1 Tackling Crime and Keeping People Safe

The headline actions to achieve this priority are set out in the plan as follows:

- Combatting the threat of terrorism
- Preventing and solving crimes that cause most harm
- Serious and Organised Crime
- Problem solving
- Maintaining a local policing presence
- Dealing with crime and anti-social behaviour
- Contacting the police
- Roads policing.

Activity that has taken place in the OPCC is outlined below, along with progress made by Surrey Police and performance measures, where appropriate.

Combatting the threat of terrorism remains one of the top considerations for the PCC in keeping Surrey safe. The PCC continues to be briefed personally on a quarterly basis on counter terrorism activity and Prevent work. In addition, quarterly formal scrutiny takes place at the South East regional meetings, as Counter Terrorism is a regional unit. The PCC is taking part in Project Griffin in September. This is a

training event which helps public and staff be prepared to respond to terrorist incidents.

Additional scrutiny of Prevent partnership activity took place following the independent review into the Parson's Green incidents. The PCC also took an active role in speaking to the media to provide public reassurance around changes that are being made by partners to better manage the Prevent programme in Surrey. A new Prevent delivery structure has been established in line with the national recommendations. The Prevent Engagement Group (PEG) will report regularly into the Community Safety Board, chaired by the PCC.

The Government published a new counter terrorism strategy in June 2018. The PCC is scrutinising this locally through the South East Regional Board and discussions with the Chief Constable. <https://www.gov.uk/government/publications/counter-terrorism-strategy-contest-2018>. The PCC also asked the Chief Constable to comment on any local lessons that could be learned from the Kerslake report into the Manchester Arena bombings.

The plan outlines the need to **prevent and solve those crimes that cause significant harm** to individuals in Surrey such as child abuse, sexual abuse and domestic abuse. Reports of these crimes continue to increase, indicating a growing confidence to report. Police resources have been increased over the last few years to investigate these crimes and preventative work is needed to protect others from harm. Levels of high harm crimes are monitored regularly by the OPCC. The PCC also held a specific scrutiny of public protection plans at his July 2018 performance meeting. A member of the OPCC team attends the Public Protection Executive Board to support Force plans and identify any areas of concern.

Detailed reports have been shared at the Community Safety Board exploring how best the Government's **Serious Violence Strategy** can be taken forward in Surrey. An OPCC officer is leading a submission to the national Early Intervention Youth Fund. There is also a small working group – Preventing Young People from getting involved in Serious and Organised Crime (SOC) - which will support and coordinate action. A new SOC/Serious Violence Strategy was agreed at the SOC partnership.

Another area of criminality causing harm in Surrey is **Serious and Organised Crime Groups**. These are groups that carry out drug dealing, fraud, modern slavery and human trafficking and cybercrime to gain money or other advantage. The PCC regularly monitors Surrey Police work in tackling these gangs and has funded and taken part in events in recent months to tackle the violence associated with these gangs.

The criminal exploitation of children is a geographically widespread form of harm that is happening here in Surrey. Children are being groomed into County Lines which is the police term for urban gangs supplying drugs to suburban areas as well as market and coastal towns, using dedicated mobile phone lines. On 12 June, Surrey Police, along with the Office of the Police and Crime Commissioner for Surrey, held a free County Lines and Gangs Awareness conference for all professionals who work with and support vulnerable children and young people. The aim of the conference was to help front-line professionals understand how gangs work, spot the signs of a child involved in a gang and know the next steps to take. Over 600 individuals attended the

event where they heard from guest speakers such as a former gang member and a victim of criminal and sexual exploitation.

Over the last few months the OPCC has also been instrumental in the setting up of a Surrey Modern Slavery Partnership, chaired by the Diocese of Guildford and reporting into the wider SOC partnership. An awareness-raising event for businesses, focusing on Modern Slavery was held on 3 July 2018, attended by over 40 businesses in Surrey.

In terms of **problem solving**, the PCC has supported investment in burglary prevention kits to help tackle burglary gangs operating in the county. There are some plans to review the neighbourhood policing model, which will be reported to the September PCC's Performance Meeting and to the panel in due course.

Crime trends are regularly monitored in the PCC's performance meetings. These take place every 6 weeks – alternately in private and webcast session. Of particular concern to residents in late 2017 and early 2018 was an increase in theft and burglary. Burglary is now showing an improvement after the increased trend seen in 2017, with a 19% decrease in the latest year to date figures. Vehicle theft has shown a rise this year of 12%. Robbery has also risen from 106 offences to 159 offences, a 50% increase. The PCC also regularly scrutinise the Chief Constable with regard to any recent crime trends and what action is being taken, for example the recent thefts of ATM machines.

The ability for the public to **contact Surrey Police** is regularly monitored at the PCC's 6 weekly scrutiny of the Chief Constable. Answering of 999 calls remains excellent with most calls answered within a few seconds. For the non-emergency 101 number, performance is less consistent as resources are flexed to prioritise 999 calls when there is high demand. However, performance continues to show a gradual improvement with average answering times currently at 1 minute and 13 seconds for April to July 2018. The OPCC continues to give messages to the public with regard to the 101 number and explain that in times of high demand for emergency response, 101 may have longer answering times. New queue busting technology (where a caller is told their place in the queue and can choose to be called back instead of holding) is being put in place which should also improve the customer experience. There is a continued increase in the use of on-line reporting forms rather than 101. Surrey Police is part of national work to make reporting easier for customers who prefer to report on-line.

The OPCC continues to work with Surrey Police and Surrey County Council to develop and implement the **Surrey Safer Roads Partnership**, with a meeting set up on 18th September to discuss the launch of the partnership.

1.2 Building Confident Communities

The headline actions to achieve this priority are set out in the plan as follows:

- Engagement with Surrey Police
- Encourage communities to get involved
- Working with all of Surrey's diverse communities
- Children and young people
- Partnership problem solving

The OPCC is working with Surrey Police on encouraging **communities to get involved** in community safety activities. An OPCC officer attends the force's Volunteering Governance Board. The PCC has provided funding to support the force's Cadet Scheme for a third year and has funded an officer to ensure that the development and support of Special Constables is maintained. The OPCC continues to have a very active Independent Custody Visitor Scheme with around 50 volunteers. The OPCC attends Surrey Neighbourhood Watch meetings and is supporting a funding bid.

The PCC wishes to ensure that he engages with, listens to and works with all of **Surrey's diverse communities**. Over the last few months he has attended the Independent Advisory Group, visited prisons, met with the True Honour group and met with Surrey Leaders. He has also attended a number of local resident and community groups, including Leatherhead Residents' Association, a provider of youth services in Farnham and Lower Kingswood Residents' Association. The OPCC are also currently liaising with the Institute of Directors to hold a cyber-security event at the Police Headquarters for local members.

The PCC has also met with representatives from the GRT (Gypsy, Roma and Traveller) community, as well as councillors and residents concerned with unauthorised encampments in their area. He has called for better national solutions and more transit sites to be made available nationally and in Surrey and will be pursuing this issue with Surrey council leaders. The PCC has held a number of meetings with Surrey Police to ensure that police are taking robust action when there is evidence of any criminality taking place associated with unauthorised encampments.

The PCC has supported Surrey Police in adopt a StopHate App for reporting hate crime.

Support for early intervention projects for **Children and Young People (CYP)** continues with the OPCC working closely with GASP, the Eikon Charity, East Surrey YMCA and other smaller groups to ensure young people have the best start in life. The OPCC have also been working with Surrey County Council on their Early Help project. The OPCC has also been working with partners at the Online Safety Group and the missing and exploited children and young people forums, through the CYP Partnership and volunteering groups.

The OPCC has been working with Surrey Youth Focus to develop a programme where young people develop and make short videos on various topics to inform and educate

young people on what the police do, how to report a crime and videos on areas of threat. The OPCC has worked with Surrey Community Foundation to implement the #IWill campaign which looks to young people to drive change locally.

In terms of **partnership**, Joint Enforcement Teams continue to develop. The OPCC has been improving the working relationship between police and councils by developing clear protocols. The OPCC has also been speaking to three other areas about implementing JETs with two further JETs being delivered in 2018/19. A Surrey wide event is being planned for December to share, learn and challenge partners on the role of JETs and their place in the partnership.

The OPCC has also asked Surrey Police to explore how the response to anti-social parking can be improved with Reigate and Banstead Borough Council looking to take on more powers.

1.3 Supporting Victims

The headline actions to achieve this priority are set out in the plan as follows:

- Supporting victims of crime and anti-social behaviour
- Providing specialist services
- Ensuring value for money and collaboration
- Supporting victims and witnesses through the Criminal Justice System

The OPCC is currently in the process of changing the way that **victims are supported**, moving to an internally-delivered Victim Care Unit at the conclusion of the current contract. A separate paper has been provided to the Panel. The Victim Care Unit (VCU) programme board and delivery board have been established to see through the changes.

In terms of **specialist service provision**, e.g. support for rape victims, domestic abuse outreach services etc., all core services are in place and running as expected and the OPCC are currently working with providers to explore service provision in 2019/20 and onwards. All key providers have been briefed and are working to ensure they can provide the required data for the OPCC to be able to monitor their performance.

The OPCC has funded Alliance Support Coaching (ASC) in Surrey to provide support to people experiencing anti-social behaviour or difficulties with neighbours. The Alliance Support Coaching (ASC) service has gone from strength to strength with other police areas looking to recreate the model of service. The Project Manager has also taken on working with more long-term, chaotic clients to support them in their needs and reduce the burden on statutory services.

To achieve value for money and ensure joined up working the OPCC has been working to better **co-commission domestic abuse support services**. A meeting has been recently held with the Chief Executives and trustees of community based domestic abuse outreach and refuge services in Surrey to improve communication regarding co-commissioning process with Surrey partners and to understand their concerns. A paper has been submitted to the Community Safety Board outlining co-

commissioning issues to be overcome for domestic abuse and recommendations within that paper are now being actioned by SCC Interim Head of MASH and Community Safety Team Carl Bussey. However, due to restructuring within SCC and decision-making relating to the family safeguarding model, there is no clarity at present within SCC as to the services it is wishing to commission for domestic abuse. Therefore there continues to be no certainty of funding for outreach and refuge services beyond 1 April 2019, with multiple grants due to expire and this is causing OPCC and partners significant concern about the stability of domestic abuse services. The PCC has notified Dave Hill, Executive Director for Children, Learning and Families of his intention and that of Surrey Police to roll over grant funding until April 2020 and in addition, will discuss what uplift may be possible from the start of the next financial year. The OPCC and Surrey Police are not in a position to sustain services without the valued commitment and contribution of SCC and hope they will consider doing the same.

The OPCC's Funding Hub continues to receive significant usage, with all small grants now processed online. Our intention is to move standard applications online from 2019/20. The OPCC is also exploring use of digital signatures to reduce paperwork and move towards a paperless system.

The Assistant PCC and OPCC staff are continuing to attend court to speak to victims and witnesses about their experiences through the Criminal Justice System and to provide feedback so that improvements can be made.

1.4 Preventing Harm

The headline actions to achieve this priority are set out in the plan as follows:

- Identifying vulnerable people and reducing harm
- Supporting those with mental health needs
- Help for those with multiple needs
- Missing people
- Reducing reoffending

As part of identifying vulnerable people and reducing harm, a refreshed Surrey Against Domestic Abuse Strategy 2018-23 has been recently finalised and presented by the OPCC to the Community Safety Board and Health and Wellbeing Board in June 2018. <https://www.healthysurrey.org.uk/your-health/domestic-abuse/professionals/surrey-against-domestic-abuse-strategy>.

The Domestic Homicide Review Oversight Group has been established and has met to start action planning. There has been willingness from other partners to be involved and a commitment to see a better process developed which remembers the victims and delivers the lessons learned.

A coherent plan (known as 'MEAM' – Making Every Adult Matter) has been launched through the Surrey Multiple Disadvantage Group to support people with multiple needs that include **mental ill-health**. This ambitious plan includes an acute care model that will see the introduction of a street triage unit who will be tasked to emergency

incidents concerning people from the MEAM group (team will consist of a mental health practitioner & police officer(s) in a response vehicle supplied by South East Coast Ambulance Service). It is planned that this will be trialled on the West and East of the County by the end of this year.

The OPCC has an active part in setting up the new **Checkpoint scheme** in Surrey, which is a project aimed at diverting offenders away from crime. This will offer targeted interventions to tackle the root causes of criminality. For certain offences, prosecution would be deferred on the condition the intervention is completed. The project is expected to be fully in place by July 2019. A specialist woman's navigator has been funded by the OPCC and is already in place at the Woking Women's Centre. The OPCC also office has been engaging with the CJLDS (Criminal Justice Liaison & Diversion Service) to look at introducing a specialist mental health navigator to work with individuals who have **multiple disadvantage** on the Checkpoint project.

Progress on dealing **with repeat missing people** (who often consume a disproportionate amount of force time) is included in regular scrutiny meetings. The force have put in place a Missing and Vulnerable Adults and Mental Health Delivery Group to improve on their work and strategies with adults and OPCC are in regular attendance.

1.5 Making Every Pound Count

The headline actions to achieve this priority are set out in the plan as follows:

- Preserving the front-line
- Eliminate waste and inefficiency
- Collaboration
- Funding
- Effective and efficient Criminal Justice System

Surrey Police monthly **financial reports**, the Medium Term plan and savings plans are regularly review by the PCC and his Chief Finance Officer.

The PCC has been leading on a project to get assurance around the delivery of the Enterprise Resource Programme (ERP) which is being developed in **collaboration** between Surrey Police, Sussex Police and Thames Valley Police. This system will replace many of the current systems used for providing back office services. Work around the South East Regional Integration Policing Programme continues, which is looking at where the four forces in the South East can jointly collaborate now and in future to better deliver services and make savings. Initial work is concentrating on harmonising systems and processes across the four areas.

The OPCC is increasingly working with partners across the **Criminal Justice System**, such as prisons and probation. This includes projects to reduce re-offending. The Assistant PCC for Victims carries out court visits to observe and feed back to partners. The PCC remains chair of the Local Criminal Justice Board, overseeing criminal justice performance and efficiency.

1.6 A Force Fit for the Future

The headline actions to achieve this priority are set out in the plan as follows:

- Estates strategy
- Technology
- Being an attractive employer
- Ability to meet future demands

The **Estates Strategy** for Surrey Police is a large, on-going and long-term project. A preferred estates model has been developed and the preferred location for a new Headquarters has been identified as in the Dorking to Leatherhead corridor. Surrey Police is leading the search for a suitable site and the PCC has appointed independent advisors to assist with the scrutiny of the plans.

Reports on the Surrey Police **ICT strategy** are regularly received at performance meetings. The PCC has commissioned independent assurance of the ERP programme, alongside Sussex and Thames Valley colleagues.

To be an **attractive employer**, Surrey Police need to ensure good recruitment, retention and support for the wellbeing of staff. The PCC is very supportive of Surrey Police plans to ensure the wellbeing of their staff and the OPCC is represented on the Surrey Police Wellbeing Board. The PCC also scrutinises Surrey Police performance in relation to recruitment and retention.

Looking towards **future demands**, the OPCC is actively involved in the Force-led Serious and Organised Crime partnership and receives updates on emerging crimes. The recently produced Force Management Statements, as published by HMICFRS, also highlighted hidden and emerging crimes – such as Modern Slavery.

Through involvement with national bodies such as the Association of Police and Crime Commissioners (APCC), National Police Chiefs' Council (NPCC) and the Association of Police and Crime Chief Executives (APACE), the OPCC ensures Surrey is playing its part in the national agenda.

1.7 Other Commitments in the Plan

In addition to the six priorities, a number of over-arching commitments are made within the plan by the PCC: accountability; partnership; finance; equalities and diversity; and the Strategic Policing Requirement.

The PCC continues to hold his regular scrutiny meeting with the Chief Constable. Every other meeting is held in public and every other meeting is a private meeting to allow more technical and in-depth scrutiny. The PCC has also set-up an independent review of disclosure following a recent high profile case which had disclosure failings.

The PCC meets quarterly with the Force's Professional Standards Department (PSD) to ensure it handles complaints and allegations correctly. He also monitors the complaints received by his Office and challenges the Chief on points that arise.

In terms of partnership, the PCC attends the IAG and also Stopwatch, GRT Working Group and Taser Scrutiny Group meetings that examine how Surrey Police uses its powers when engaging with members of the BME community.

The OPCC Commissioning Strategy refreshed for 2018-20 and published online. This drives decision making for remainder of the PCC's term.

1.8 Performance Measures

There are no specific measures set out in the plan. Performance against the plan is monitored in detail at the PCC's weekly performance meeting and webcast every other meeting. The Force Performance Board measures also progress every month. For continuity, attached is the scorecard used for the last two years to measure the plan. At the request of the panel, police recorded crime data has also been included.

RECOMMENDATION:

That the Police and Crime Panel notes the progress made against the Police and Crime Plan 2018-2020.

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Appendix A: Police and Crime Plan Performance Measures

Measures (2016-2020 plan)	Baseline 2015/16	2016/17	2017/18	Latest 2018/19
% of public from survey believing that the police deal with anti-social behaviour and crimes that matter in their area ¹	78.7%	75.9%	77.1%	74.9% (to June 2018)
Positive Outcome Rate ² for crimes against vulnerable people (sexual offences, domestic abuse, child abuse and hate crime)	26.5%	24.5%	19.5%	19.1% (to July 2018)
HMIC grade for protecting vulnerable people	Inadequate	Good	Good	Next data due February 2019
% of victims of crime surveyed ³ satisfied with police service	81.0%	80.8%	79.4%	79.2% (to June 2018)
Average time taken to answer 101 call ⁴	Not available	Not available	1 min 51 secs	1 min 13 secs (to June 2018)
% people who feel confident in neighbourhood police	91.2%	89.0%	89.6%	88.9% (to June 2018)
% residents who say they feel safe walking alone after dark ¹	87.9%	86.9%	84.9%	85.5%
% of force budget spent on front-line policing ⁵	71%	69.8% (VFM Profile 2016)	69.9% (VFM Profile 2017)	Next data due September 2018
For counter terrorism plans in place and updated to satisfaction of PCC	Not applicable	PCC content with plans in place	PCC content with plans in place	PCC currently content with plans in place – although to be kept under review

¹ Source: Surrey's Joint Neighbourhood Survey

² 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).

³ This is a defined group of victims (victims of non-domestic violent crime and burglary) as not all crime types are suitable for surveying. Until April 2017 victims of vehicle crime were also included.

⁴ Time to answer = time taken for a contact centre operator to speak to the caller. Changed from previous 60 second target to give a better overall measure of performance

⁵ 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.

Appendix B: Crime Measures Requested by the Panel

Levels of Crime	April-July 2017/18	April-July 2018/19	Change	% change
Serious Sexual	564	677	113	20.0%
Robbery	106	159	+53	+50.0%
Domestic burglary	1573	1272	-301	-19.1%
Vehicle crime	1594	1785	+191	+12.0%
Violence with injury	2572	2513	-59	-2.5%
Total notifiable offences ⁶	25463	25888	425	+1.7%

Positive Outcomes	April-July 2017/18	April-July 2018/19	Change	2017/18 % Outcome rate*	2018/19 % Outcome rate*
Serious Sexual	81	28	-53	14.4%	4.1%
Robbery	16	15	-1	15.1%	9.4%
Domestic burglary	105	103	-2	6.7%	8.1%
Vehicle crime	47	28	-19	2.9%	1.6%
Violence with injury	585	546	-39	22.7%	21.7%
Total notifiable offences	3717	3725	+8	14.6%	14.4%

⁶ NB this is not a summary of the crimes detailed above but is the total of all offences required to be notified to the Home Office.

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