

SURREY POLICE AND CRIME PANEL

POLICE AND CRIME PLAN CONSULTATION METHODOLOGY

26 SEPTEMBER 2024

1. SUMMARY

- 1.1 One of the key responsibilities of a Police and Crime Commissioner (PCC) is to set the Police and Crime Plan for the force area. This should describe the priorities for crime reduction, community safety and delivery of wider statutory functions, and is the main means by which the PCC holds the Chief Constable to account. Following her re-election in May 2024, the Surrey PCC is required to publish a new Police & Crime plan for the new term of office, 2024 to 2028.
- 1.2 This report sets out the methodology being used to support the associated consultation exercise.

2. BACKGROUND

- 2.1 On 21 May, the PCC held a meeting with OPCC staff to consider progress against the existing Police & Crime Plan, Surrey Police's implementation of "Our Plan" and the new Force Control Strategy, and how this would likely influence the development of a new Police and Crime Plan.
- 2.2 From the meeting and subsequent discussions, an initial consensus on the approach to the development of a new Plan has emerged. The following are considered high-level principles:
 - The new Plan should reflect a shift from foundation setting during the PCC's first term of office to a period of refinement and maintenance.
 - The broad priorities of the existing plan will likely continue into the next, although some reframing may be required - including a greater focus on the organisational challenges facing Surrey Police, such as recruitment, retention, staff wellbeing, conduct and culture.
 - More attention to "policing basics", including a firm focus on clear measurables for individual activities, including a basket of measures that can be mapped against delivery of Surrey Police's "Our Plan".

3. CONSULTATION SCOPE

- 3.1 To inform the development of the new Police and Crime Plan, the OPCC is running a consultation exercise from August to October 2024. The project is engaging with identified stakeholders to refine and potentially expand the scope of the existing Police and Crime Plan, ensuring it addresses both specific and broader local concerns effectively.
- 3.2 The consultation exercise involves a combination of **focus groups, one-to-one interviews** and **online surveys**, designed to explore specific policing themes whilst also allowing space for broader consideration of interconnected and emerging issues.
- 3.3 The PCC is clear that whilst she is not looking for a significant departure from the core pillars of the previous plan, she welcomes refocussing, as summarised in section 2.3.

4. Stakeholder Identification and Segmentation:

- 4.1 To ensure diverse perspectives are captured as part of the consultation exercise, stakeholders have been categorised based on their experience, expertise, and likely relevance to the themes due to be discussed. Core stakeholder categories include:
- **Policing:** Including Senior Police Officers, Chief Superintendents Association, Federation, Unison, OPCC staff.
 - **Special Interest and Community Groups:** Including locally commissioned victim services, youth organisations, community safety advocates, third sector organisations.
 - **Partner Organisations (including specific departments):** Including local councils, health services and community safety teams.
 - **Political Representatives:** Including councillors, MPs, Community Safety Leaders.
 - **Criminal Justice Partners:** Including prisons, probation and reoffending services.
 - **Faith Based Organisations:** Including representatives from religious communities and umbrella organisations.
 - **Educational Institutions:** Including young people at local universities, colleges and schools.
 - **Strategic Boards:** Including Health & Wellbeing Board, Criminal Justice Board and the Community Safety Assembly.

5. Thematic Focus Groups & one-to-one interviews

- 5.1 Focus groups are being broadly organised around the stakeholder groupings identified in section 3, although there will be scope for participants to explore wider issues that sit outside of their professional area of expertise or intersect with their work.
- 5.2 The question sets for each group are broadly similar, with the expectation that the focus of the discussion will naturally vary depending on the cohort. Some areas of questioning may be less relevant for some thematic groups than others, and a judgement will be made on a case-by-case basis if certain areas of questions are to be excluded.
- 5.3 Focus groups and one-to-one meetings will be spread over several weeks during August, September and October. Each thematic session will last approximately 1.5 hours.
- 5.4 The intention is to run focus groups online, ensuring accessibility and convenience for all participants. This approach will allow for wider participation, minimise travel time, and accommodate varying schedules, making it easier for stakeholders to contribute. With consent, the focus groups will be recorded and transcribed.

6. Online Surveys:

- 6.1 To complement the focus groups, the OPCC will also deploy online surveys as part of the consultation exercise. These surveys will serve to gather broader quantitative data and additional qualitative insights, enhancing the depth and breadth of stakeholder feedback.

6.2 Objectives:

- 6.3 The online surveys will aim to capture a wide range of perspectives from various community members and stakeholders who may not be able to participate in the focus groups. The intention is that this process will take place following completion of the focus group phase, allowing us to gain more general feedback and dig down into specific issues raised during the focus group sessions.
- 6.4 They will help identify common themes, emerging issues, and specific concerns that can inform the development of the new Police and Crime Plan.
- 6.5 The surveys will be designed to align with the discussion points used as part of the focus groups, ensuring consistency in the topics covered.

6.6 Methodology:

- 6.7 Questions will be a mix of quantitative (e.g., Likert scales, multiple-choice, opinion scales and demographic and rating questions) and qualitative (e.g., open-ended responses) to allow for detailed feedback and statistical analysis.

- 6.8 The findings will be integrated with insights from the focus groups to provide a comprehensive understanding of stakeholder perspectives.

7. Focus Group and Survey Data Collection and Analysis:

- 7.1 **Focus Groups / One-to-One Interviews:** The focus groups and interviews will be conducted on MS Teams, recorded (with consent) and transcribed. These transcripts will provide detailed qualitative data on stakeholder perspectives and experiences in relation to Plan themes.

- 7.2 **Online Surveys:** The surveys will collect both quantitative data through structured questions (e.g., Likert scales, multiple-choice, opinion scales and demographic and rating questions) and qualitative data through open-ended questions. This dual approach will allow for a comprehensive analysis of stakeholder feedback, capturing both numerical trends and rich qualitative insights. We will use our existing contacts to cascade survey links to stakeholder groups and OPCC social media platforms, along with information about the research, its purpose, and contacts of relevant resources and services (if engaging with vulnerable groups).

7.3 Qualitative Data (Thematic Analysis):

- **Coding:** Transcripts from the focus groups and open-ended survey responses will be coded using MAXQDA qualitative data analysis software. Initial codes will be generated to label significant trends in the data corpus.
- **Theme Identification:** Through an iterative process, codes will be reviewed and grouped to identify broader themes and patterns. Themes will represent key ideas, issues, experiences, and concerns raised by the stakeholders.
- **Theme Refinement:** Identified themes will be refined by examining their relevance and prevalence across the data set. Relationships between themes will be explored to develop a thematic map that illustrates the connections and overarching narratives.
- **Member Validation:** To ensure the accuracy and credibility of the analysis, a member validation phase will be conducted. During this phase, preliminary findings will be shared with focus group participants for feedback and confirmation. This step helps to verify that the identified themes accurately reflect the participants' perspectives and experiences.

7.4 Quantitative Data (Descriptive Statistical Analysis):

- **Descriptive Statistics:** Data from the surveys will be analysed using descriptive statistics to summarise and describe the main features. Measures such as mean, median, mode, standard deviation, frequency and distributions will be used to present a clear picture of the data.
- **Data Visualisation:** Graphs, charts, and tables will be created to visually represent the quantitative data, making it easier to identify patterns and trends.
- **Comparative Analysis:** Where applicable, comparisons will be made across different stakeholder groups or demographic categories to uncover any significant differences or similarities in responses.

- **Integration with Qualitative Data:** Quantitative findings will be integrated with the qualitative insights to provide a comprehensive and multi-faceted understanding of stakeholder perspectives.

7.5 Integration of Findings:

7.6 The qualitative insights from focus groups and the quantitative data from surveys will be integrated to provide a comprehensive understanding of stakeholder perspectives. This mixed-methods approach will ensure that the final analysis captures both the depth and breadth of stakeholder feedback.

8. Wider Feedback Mechanisms

8.1 In parallel to the formal consultation exercise, the OPCC will be running a series of Community Engagement events between September & December, in collaboration with Surrey Police. These events will be used to gain wider feedback from communities and used to inform the development of the Plan and subsequent strands of work. There will also be a wider public survey which residents can complete.

9. Budget and Resources:

9.1 The work will be undertaken by existing OPCC staff. The project will be led by the Head of Performance & Governance, supported by the OPCC’s National Policy Officer, and overseen by the DPCC. The only anticipated cost will be for the professional transcription of focus group sessions – though automatic transcription options are still being explored.

9.2 The software we will be using to support the analysis of the collected data has already been procured for the purpose of a different purpose and has no cost associated with it for this project.

RECOMMENDATIONS

Members of the Police and Crime Panel are asked to note the report.

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