

SURREY POLICE AND CRIME PANEL

POLICE AND CRIME PLAN 2018-2020 – PROGRESS

18th September 2019

INTRODUCTION

The PCC published a refreshed Police and Crime Plan in May 2018 for the period 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 is available 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

The Community Safety Board received a detailed report on preventing counter terrorism in partnership on the 11th June. The report provided an update on the national legislation, local profiles, Channel referrals and the Dovetail rollout. Alongside this update the PCC has also received progress reports from SECTU (The South East Counter Terrorism Unit) alongside Surrey County Council colleagues.

Overall police recorded crime levels have reduced slightly this year. Preventing and solving crimes that cause most harm is a top priority for Surrey Police and is focussed

on at the PCCs regular performance meetings. More details can be seen in the panel report on performance meetings. Currently the positive outcome rate for high harm is falling and is now at 12.7%. There are challenges with digital disclosure requirements and a national shortage of detectives. This will remain a key focus until performance has improved.

The OPCC has been supporting partners and in particular Surrey County council in developing a Public Health Approach to Serious Youth Violence. The first phase was a detailed assessment of the perpetrators, victims and location to identify any trends for targeted activity. With this phase drawing to a close work now focuses on a joint strategy and commissioning services. Surrey was unsuccessful in receiving any governmental funding for tackling serious violence. The PCC wrote to the then minister to express his disappointment and has since supported a further bid under the government's Youth Endowment Fund, which focusses on early intervention to tackle youth offending. The outcome of this application is still pending.

During May 2019 Surrey Police carried out a week of action against County Lines Offences. 'County Lines' is a term used when drug gangs from big cities expand their operations to smaller towns, often using violence to drive out local dealers and exploiting children and vulnerable people to sell drugs. These dealers will use dedicated mobile phone lines, known as 'deal lines', to take orders from drug users. Heroin, cocaine and crack cocaine are the most common drugs being supplied and ordered. In most instances, the users or customers will live in a different area to where the dealers and networks are based, so drug runners are needed to transport the drugs and collect payment.

The PCC joined Surrey officers for an operation at Woking train station on Friday where together with a dog team and colleagues from British Transport Police and the Royal Military Police, they targeted those using the rail network in the supply of drugs. The activity in Surrey between 13 and 19 May resulted in:

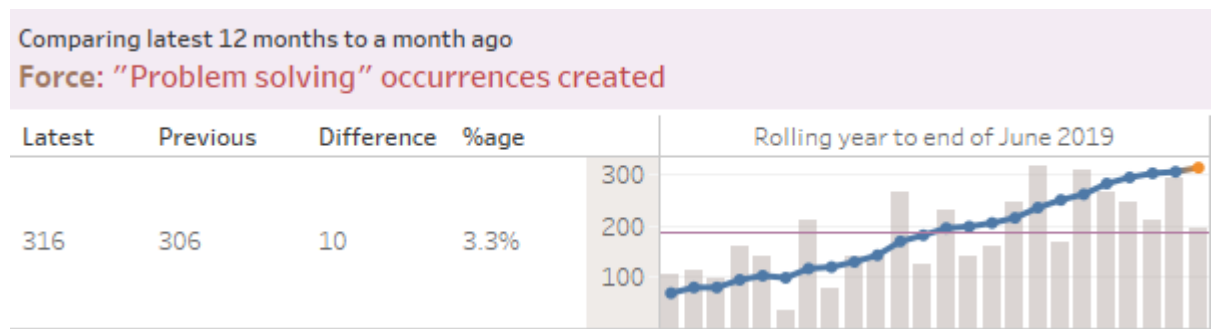
- 35 arrests with 26 of those linked directly to County Lines
- 27 known individuals safeguarded
- 180 wraps of heroin and 180 wraps of crack seized
- An additional 8kg of unknown class A (suspected cocaine) and 1kg of suspected crack cocaine also recovered
- 34 phones seized

In terms of OPCC action to reduce County Lines, the PCC has continued to give funding and support to the Cuckooing Project which sees support workers from Catalyst work with vulnerable people following a property closure because of drug activity. The PCC has funded the Fearless worker for a second year and the OPCC has actively supported the Get Connected work in Redhill.

To help reduce cyber fraud, The PCC has agreed to part fund a fraud navigator to support victims of fraud in Surrey. Op signature is a well-established model that supports victims, supports families and communicates how to protect yourself or loved ones from fraud.

To help tackle Modern Slavery, the OPCC has applied for funding to run a local campaign targeting Clacketts Lane and Cobham Service station which are hot spots for receiving clandestine immigrants either being trafficked or at risk of modern slavery.

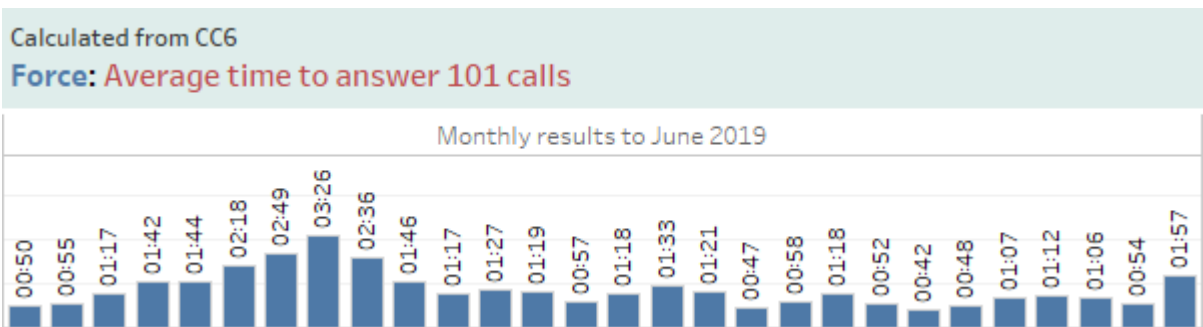
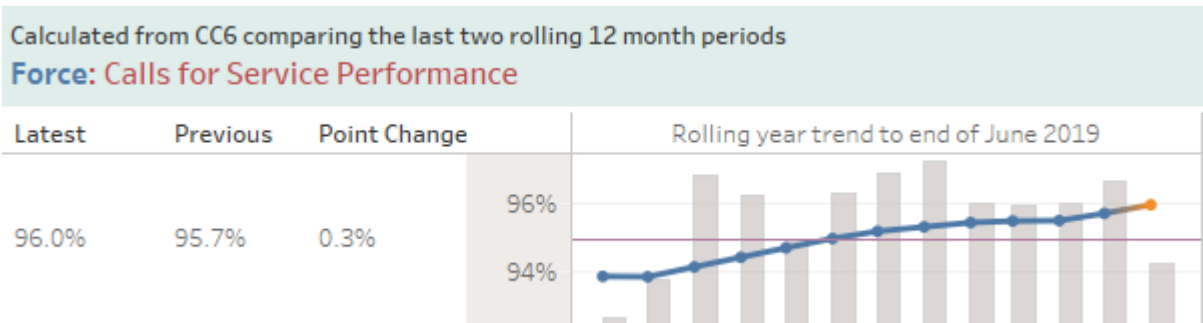
Levels of problem solving continue to improve in Surrey Police with extra resources, including leadership, being put into this area. The focus is moving towards looking at the quality and effectiveness of problem solving, not just the number of problem solving actions carried out. The PCC has been out to witness problem solving in action – including an operation to tackle fly-tipping.



Despite the increase in problem solving, there has been a fall in the percentage of public surveyed considering that police are dealing with their local crime and anti-social behaviour issues with this performance now being at 69%, down from 72% last year.

A report on Neighbourhood Policing was presented to the PCC in the August Performance Meeting, detailing improved engagement and planning for additional resources. Neighbourhood Policing in Surrey has seen a renewed focus over the past 18 months with engagement and problem solving very much the forward focus. Surrey Police is anticipating a positive HMICFRS (Her Majesty's Inspectorate for Constabulary and Fire and Rescue Services) inspection report on its crime prevention and ASB activity when it is published in the autumn and will work on any recommendations received. That, alongside the investment in problem solving and prevention resource ensures that Surrey is on very strong footing for the future and should continue to be one of the forces at the forefront of neighbourhood policing. Confidence in Neighbourhood Policing in Surrey remains high at 87.3%, and is one of the highest levels in the country.

Surrey Police continues to have a strong performance in public contact, whether it be through the 999 emergency system, the 101 non-emergency system or online. 999 performance remains very strong with 96% of calls being answered within 10 seconds. 101 performance also remains good with average answering times at around 1 minute. There was a slight increase in average wait times in June, due to staff sickness and increased call volumes over the summer. At times of increase demand, answering the 999 number is prioritised.



The PCC has continue to push for a better response to chronic anti-social parking and the office is exploring opportunities with Surrey Police, Surrey County Council, Surrey Fire and Rescue and District and Boroughs. The PCC has responded to the nation consultation on parking and support wider enforcement of parking in the communities. The Surrey Safer Roads Partnership continues to develop an action plan and respond to the needs of road users. The PCC has also has been to visit Speedwatch schemes in recent months. Good news was reported recently with the publication of the annual road casualty data. Road deaths and overall casualties had reduced in Surrey.

Surrey Road Casualties ¹	2016	2017	2018
Killed	31	36	27
Seriously injured	522	508	902
Slight injury	4468	4070	3243
All casualties	5021	4614	4172

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

¹ Surrey Police have experienced an increase in serious accidents between 2017 and 2018. Rather than a real change, this is believed to be due to a change in the collection of the injury information in the Pronto mobile application. The change only impacts the classification of injuries between slight and serious and should not impact the total number of accidents reported.

- Partnership problem solving

PCC and Chief Constable held a community engagement event in all 11 boroughs to hear from residents on issues that matter to them, including Anti-social behaviour, drugs and rural crime. Valuable learning for the force in terms of how important it is to feedback to residents what happens as a result of their sharing local concerns and intelligence. The PCC has also met with a number of resident groups and local business groups across Surrey in the last few months. A more detailed report on the OPCC engagement with the public is included in the later panel papers.

Relationships with Surrey Neighbourhood Watch (SNHW) are continuing to be positive with the PCC's attendance at their AGM. Relationships with the Force have improved. The PCC has funded SNHW to develop and improve its social media presence. Through the Neighbourhood Meeting and the Community Safety Partnerships the OPCC ensures the Borough Commanders are aware and working with their local partners.

The two new Joint Enforcement Teams, JETs, in Mole Valley and Epsom and Ewell are now operational and are working to tackle mostly environmental Anti-Social Behaviour (ASB). Next step is to agree Community Safety Accreditation Scheme (CSAS) powers and the protocol with Surrey Police. The development of JET is the next step with the current areas and the OPCC working to support each other, develop wider campaigns and share intelligence and performance information.

The PCC praised the work of Surrey Police over a busy weekend at the beginning of June, including the Epsom Derby and a Hell's Angels rally. As well as detailed planning, there was good engagement with the organisers and affected local communities and the events were largely peaceful.

Surrey police have introduced a new preventative mounted police unit, particularly for rural areas and events and this has been received well by the community. They have also ensured that officer training is up to date to use quad and trail bikes and these are back out in rural communities. The PCC has also been out with a variety of operational policing teams to see the work they do with communities.

Police and partners have continued to develop their joint working protocols to deal with any unauthorised encampments in Surrey. The PCC has visited the site of a number of encampments and spoken to communities. Overall, the policing of any unauthorised encampments has gone well in summer 2019. The PCC continues to ask for changes in powers and seek a transit site in Surrey.

The PCC has continued to fund projects with offer young people positive experiences, including the Surrey Fire and Rescue Service's (SFRS) programmes working with young offenders. Funding has also be awarded to east Surrey YMCA and Catch22 to work with those most at risk. The OPCC with Surrey Youth Focus have continued to reach out and engage with young people. The Shout project held an event in May to hear from those young people at risk of being criminally exploited. The work lead to an impactful report. The PCC has also met with Surrey's Youth Cabinet to hear their thoughts on Policing in Surrey.

In addition, the PCC continues to be an active supportive of the Surrey Police cadets, visiting the cadets, attending the award ceremonies and providing funding support. The PCC has funded the Cadet Sergeant and the Specials Sergeant. The latter is a two year post of increase the number of specials, develop their training and support structures across the Force.

The PCC has also spent several evenings with Street Angel groups to see the valuable work they do in helping keep town centres safe. The PCC attended members of the office team attended the Woking Pride event – the first such event to be held in Surrey.

The PCC, leader of Surrey County Council and Chief Constable have recently all signed a signed the first ever concordat which pledges to ensure that the County Council and Police work closer together for the benefit of the county's residents.

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 new Victim and Witness Care Unit went live on 1 April 2019. A separate report on the unit has been provided to the panel later in the agenda. The new team is now fully established and embedded. Governance has been established to ensure OPCC oversight of performance and a six month post-implementation review will be conducted.

Surrey County Council, SCC, OPCC and Surrey Police have gone out to tender to co-commission the Surrey's core domestic abuse service provision for 20/21. These partners plus 9 out of 11 district and boroughs have contributed to address the funding shortfall in 2019/20. A domestic abuse Strategic Commissioning workshop was held on 29th July, hosted by SCC and inviting senior leaders to progress work against domestic abuse and agree the future strategic direction.

It was agreed in 2018 that PCCs would oversee a new monitoring process, measuring criminal justice partners' compliance with certain entitlements in the Victims' Code, with the intention that Local Criminal Justice Boards could use this information to identify areas of good practice and potential issues.

With the Assistant Commissioner for Victims leaving the OPCC, staff from the OPCC now attend rape victim groups to receive feedback on service received. Feedback given recently included good first responding from police, lack of regular follow-up and feedback and victims concerns around giving mobile phones to police.

The Home Office mandated User Satisfaction Collection ended in March 2017. Like most forces, Surrey Police continued with the Home Office methodology for a further

two years. More recently, Surrey Police have scoped a new way of collecting feedback from victims and callers of Crime and ASB, with a new 'text message' methodology being implemented from April 2019. This brings the following benefits:

- Reach more victims of different crimes (previously only burglary, violent crime, hate crime and rural crime).
- Fewer exclusions, therefore including more victims and callers of crime and ASB.
- Fewer questions (5 or 6 maximum) will result in an increased response rate.
- Greater focus on 'insight' through victims comments, rather than closed questions.
- Responses received in 'real time as opposed to the previous lag of 2-3 months between incidents/crimes occurring and results being received

When presenting the results, there will be a move away from percentages to a customer satisfaction score (CSAT Score). This is based on the satisfaction questions, where respondents are asked to provide a response between 1 - 5 (Dissatisfied to Satisfied) to the satisfaction question they are asked (Initial Contact, Kept Informed, Actions Taken or Treatment). The results to date are as follows:

- Main overall CSAT score (taking into account all results):
APRIL: 3.47, MAY: 3.50, JUNE: 3.58
- ASB overall CSAT score (taking into account all results):
APRIL: 3.93, MAY: 3.89, JUNE: 3.90

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

The PCC together with SCC and Surrey Heartlands Clinical Commissioning Group (CCG) will co-commission a new Senior Partnerships Manager role for MEAM (Making Event Adult Matter). The Partnerships manager will develop an overview of the most complex individuals experiencing serious multiple disadvantage (SMD) in Surrey and how they engage with the system. Working with a peer mentor support assistant, they will lead a partnership group of practitioners to develop and improve professional responses to people with complex needs within housing, health and criminal justice services. The SMD Lead will have oversight of the person's whole journey through the system, be able to identify barriers, challenge local systems and recognise gaps in service provision or training needs of providers (such as trauma-informed care). They will make recommendations to the MEAM Steering Group about strategic change and integrated delivery as required, supporting disjointed services to coordinate better and addressing system issues such as limited coordination between mental health services and drug and alcohol provision.

The West Surrey Joint Response Unit, JRU, pilot was run over a six-month calendar period, from Thursday 13th December 2018 until Sunday 9th June 2019. The West Surrey JRU comprises a SECamb Paramedic and two experienced police officers. The West Surrey JRU project has been completed successfully and all documented project deliverables have been met by the project team. . During the six-month pilot, the resource was deployed to 304 calls, attending 217 of these. Almost 50% of incidents attended have been of a complex health and social care nature, including mental health crises, substance misuse and concerns for welfare. Approval to continue the pilot in West Surrey and extend it to North Surrey was given by Surrey and Sussex COG in June. Brighton are also implementing a similar model.

The Surrey High Intensity Partnership Programme (SHIPP), supported by the OPCC, continues to work with those who cause the most demand on services. The predicted monthly saving per SHIPP case sits at £810.63 a month with a total predicted saving with the current cohort of 18 of £14,591.34 per month and £175,096.08 per year. This more than pays for the SHIPPP team costs of £116 a year. This is a conservative prediction as impact on resources such as the police contact centre, custody, missing person enquiries and use of other specialist units cannot be taken into account. A further 7 cases are pending being brought into the programme which would increase savings further. The SHIPP team now includes a full time mental health practitioner and this role has been adapted to enable the practitioner to hold a workload of cases, managing those individuals who are most suitable for a health led SHIPP approach. This has increased the capacity of the SHIPP team whilst also enhancing the multi-agency partnership process.

The OPCC continues to work with outreach providers to reduce re-offending. A new Homeless Navigator based at the York Road Project in Woking but with a county-wide remit started on the 3rd June and spent the first month in training. A new ex-offenders house was opened in June by Transform Housing, co-commissioned by the OPCC and KSSCRC (Kent, Surrey and Sussex Community Rehabilitation Company). This will provide supported housing to 4 people from Surrey who are homeless, have support needs and are involved with the criminal justice system.

The role out of checkpoint training continues and the whole force should be trained in this by the end of September. Checkpoint referrals grew but due to problems with recruitment the eligibility for men had to be restricted as the team did not have the staff to work the cases. This has effectively halved the number of cases now received in. Volume of cases is still an issue as the team has lost one member of staff (a police officer) who transferred out of the team, and another to long term ill health. Another officer is about to leave (also transferring out end of September). It was always planned that the number of officers would be reduced to two, but officers have preferred to apply on their own terms and leave rather than leave and be subject to a panel which adjudicates where they go in force. Unfortunately Surrey Police have not been able to recruit navigators at the same rate that they have lost officers. Recruitment continues, but vetting in particular, is taking too long. At the end of September the force is reducing the number of out of Court disposals from 6 down to 2. This could well have an impact on the number of Checkpoint cases referred but it is hoped the Navigator team will be at full strength by then.

HM Inspectorate of Probation conducted a routine inspection in June of Surrey Targeted Youth Support Service, which works with 10 to 18-year-olds who have offended. It highlights very substantial improvement is needed and the PCC will be seeking assurance from all partners involved that the learning will be implemented.

OPCC Chief Executive is representing the PCC on the Child Safeguarding Executive Group, as part of the county's new child safeguarding arrangements, which launch in September 2019.

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

The OPCC continues to monitor and oversee force savings plans and the force efficiency review. The OPCC has also carried out its own efficiency review with recommendations for some savings and efficiency improvements. This has been provided to the panel to note. Surrey Police is currently on track to meet its savings plans in 2019/20.

A report was provided to the panel in June on collaboration with Sussex Police and the South East region. The SERIP (South East Regional Integrated Policing) programme formal collaboration agreement has now been finalised and signed by the PCC and Chief Constable of all four forces. An action update is also attached to this agenda for national collaboration arrangements in place.

The PCC has welcomed recent Government announcements to increase police officer numbers by 20,000 and has been part of national discussions as to how these resources will be financed and divided between police forces, including meeting with the national Project Manager. Work has begun between the OPCC and Surrey Police to develop workforce planning and budget scenarios for the future and will be brought back to the panel when more detail on the extra resources is known.

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 PCC is ensuring robust governance for the Building the Future programme and has held his first Building the Future Board at which he will make key strategic decisions. The force has established its Building the Future Delivery Board with the Deputy Chief Constable as the Senior Responsible Officer, with operational control. Plans are progressing to establish programme team structure and to secure the specialist expertise required for the construction of the new HQ.

The PCC held a separate performance in July 19 to scrutinise the force ICT strategy, which outlined progress against the strategy as well as challenges and interdependencies. Continued close scrutiny will continue with regard to planning and costs.

In respect of the new Enterprise Resource Planning (ERP) system (known as Equip), the PCC has commissioned a report from Grant Thornton, as part of his ongoing scrutiny. A number of corrective management interventions have been carried out and the Chief Constables have commissioned The Berkley Partnership and Eversheds to perform a bespoke and detailed contractual, commercial and technical review to provide assurance of the project costs and implementation dates.

Surrey Police is currently recruiting to meet the precept uplift of officers and is running a campaign to promote the benefits of working for Surrey Police. New intakes of staff show a better representation against the demographics of the Surrey population.

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 the Chief Constable to account at six-weekly Performance Meetings, which are reported upon to the panel.

The PCC leads nationally on Equality and Diversity for the Association of Police and Crime Commissioners (the APCC). He is involved in BME and Gender Equality working groups and is frequently asked to comment on national diversity matters. This has included responding to Government announcements on Stop and Search, which he has supported.

The force has established a new Ethics Committee to look at any scenarios requiring a steer for staff. The OPCC has a member of staff who attends this committee.

The PCC will scrutinise the latest force position in its ability to meet the national Strategic Policing Requirement at his September Performance Meeting.

The OPCC is also planning for the introduction of new complaints requirements for PCC's which come into legislation on 1 February 2020. This will move the appeals process for complaints from internal force departments into OPCCs. The OPCC will be shortly advertising for a complaints ombudsman post.

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 performance meetings and webcasts for every other meeting. The Force Performance Board also measures 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	2018/19	Latest 2019/20
% of public from survey believing that the police deal with anti-social behaviour and crimes that matter in their area ²	78.7%	75.9%	77.1%	71.6%	68.8% (to June 2019)
Positive Outcome Rate ³ for crimes against vulnerable people (sexual offences, domestic abuse, child abuse and hate crime)	26.5%	24.5%	19.5%	17.5%	12.7% (to 18 August 2019)
HMIC grade for protecting vulnerable people	Inadequate	Good	Good	Good	Expected Autumn 2019
% of victims of crime surveyed ⁴ satisfied with police service	81.0%	80.8%	79.4%	79.1%	Not yet available ⁵
Average time taken to answer 101 call ⁶	Not available	Not available	1 min 51 secs	1 min 9 secs	1 min 19 secs (to June 2019)
% people who feel confident in neighbourhood police ¹	91.2%	89.0%	89.6%	87.9%	87.3% (to June 2019)
% residents who say they feel safe walking alone after dark ¹	87.9%	86.9%	84.9%	85.0%	85.7% (to June 2019)
% of force budget spent on front-line policing ⁷	71%	69.8% (VFM Profile 2016)	69.9% (VFM Profile 2017)	67.5% (VFM Profile 2018)	Available Autumn 2019
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	PCC currently content with plans in place – although still kept under review

² Source: Surrey's Joint Neighbourhood Survey

³ 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).

⁴ 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.

⁵ A new quicker time text based survey system was brought in on 1 April 2019. Data is not yet available from the new system and will not be comparable with previous data, which was telephone survey based.

⁶ 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

⁷ Source- HMIC annual value for money statement. Front-line includes visible (patrol, response etc.) and non-visible (call-handling, public protection investigators etc.)

Appendix B: Crime Measures Requested by the Panel

Levels of Crime	Apr-Jul 2018/19	Apr-Jul 2019/20	Change	% change
Serious Sexual	677	324	-53	-7.8%
Robbery	159	160	1	0.6%
Domestic burglary	1272	1317	45	+3.5%
Vehicle crime	1785	1765	-20	-1.1%
Violence with injury	2513	2481	-32	-1.3%
Total notifiable offences ⁸	25888	25618	-270	-1.0%

Positive Outcomes	Apr-Jul 2018/19	Apr-Jul 2019/20	Change	2018/19 % Outcome rate*	2019/20 % Outcome rate*
Serious Sexual	28	32	4	4.1%	5.1% ⁹
Robbery	15	23	8	9.4%	14.4%
Domestic burglary	103	96	-7	8.1%	7.3%
Vehicle crime	28	114	86	1.6%	6.5%
Violence with injury	546	451	-95	21.7%	18.2%
Total notifiable offences	3725	3557	-168	14.4%	13.9%

⁸ 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.

⁹ There is still a delay in cases due to increased disclosure requirements.

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