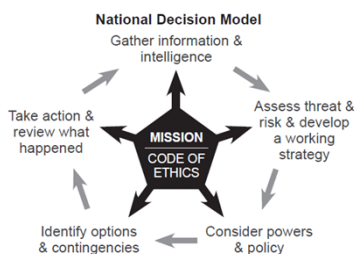




*****Surrey Policing Priorities*****

Required for:	<i>PCC Performance Meeting</i>
Security Classification:	Official
Handling information if required:	
Suitable for publication:	Yes
Title:	Surrey Policing Priorities
Version:	1.1
Purpose:	Information
ACPO / Strategic Lead:	Temporary Assistant Chief Constable (T/ACC) Alison Barlow
NDM / OSARA compliance:	N/A
Date created:	14/5/2020
Date to be reviewed:	

AUTHOR:	
Name:	Alison Barlow
Job Title:	T/ACC Local Policing



What are the Policing Principles?

- Accountability Fairness Honesty
- Integrity Leadership Objectivity
- Openness Respect Selflessness

1. Background

1.1. In light of the PCC elections having been postponed until May 2021 due to the Covid-19 pandemic, the PCC has reviewed the existing Police and Crime Plan and deemed that it remains fit for purpose with plans for achieving most of the priorities underway. The Force has been asked to focus on three key areas as follows:

- **More Police Officers and Frontline Staff**– to have a continued focus on recruitment following increased Council Tax and Government Grant and to ensure there are more officers on the streets and in communities both rural and urban
- **Better Crime Prevention** – through providing dedicated neighbourhood officers to prevent local crime and through preventing fraud and cyber-crime
- **More crimes solved** – to improve the rate as currently too many criminals aren't being caught and held to account

This paper therefore provides an update on the Force's current activity in respect of these three areas.

2. Content

2.1. More Police Officers and Frontline Staff

Despite the current pandemic, recruitment of police officers has continued at pace with 181 officers having joined the Force during 2019/2020 with a cohort of 42 recruits due in May 2020. By next month we will have achieved our headcount target, following the 2019/20 precept investment, which will see the Neighbourhood Policing Team (NPT) at establishment thereby allowing recruitment to commence of our new Neighbourhood Specialist Officer posts (22 from 2019/20 precept increase and 8 from 2020/21 precept) and 11 additional Youth Intervention Officers. An internal and external recruitment campaign is in the planning stages with the aim of attracting the very best officers into these positions. This will see many more officers working in their communities on prevention and problem solving activity along with increased engagement with the county's young people.

2.2. Better Crime Prevention

In addition to the investment in Specialist Neighbourhood Teams the Force has seen the creation of a central Prevention and Problem Solving Team from 2019/20 precept investment. Lead by C/Inspector Mark Offord a team of two problem solving tactical advisors and two analysts have recently been appointed and are already assisting teams across the Force with detailed analytical support and research of national best practice. Early work they have undertaken reviewing residential burglary committed in Surrey over the past 3 years has yielded some interesting insight which will help to inform plans for the coming autumn/winter when we typically see this crime type increase. This work is to be presented at The Force Performance Board later this month.

In respect of fraud Surrey Police already provides dedicated support to victims through Operation Signature - a process which identifies vulnerable victims of fraud with preventative measures put in place by officers to support and protect them from further targeting. This can include helping victims to change their phone number, contacting family to suggest power of attorney, mail re-direction and referral to other support services. In each case a Single Combined Assessment of Risk Form (SCARF) is submitted. As Operation Signature has been embedded across the Force (since January 2019) through widespread awareness training of Contact Centre staff, Specialist Neighbourhood Teams and NPT, SCARF referrals of this type have increased significantly.

Surrey's in-house Victim and Witness Care Team are also introducing two part-time Fraud Caseworkers (paid members of staff) who will provide one to one support for the most vulnerable victims of fraud identified through Op Signature. The post holders have been recruited and vetted and will join the team as soon as they can be trained (training has been postponed due to the pandemic). In addition to the two caseworkers Surrey Police is also planning to introduce a Volunteer Fraud Prevention Programme. Like Sussex this aims to ensure that every victim of fraud in the county is contacted and given tailored crime prevention advice specific to the crime type. The Volunteers Manager and Head of the Victim and Witness Care Unit, are already working together to scope volunteers for these roles with the aim to introduce them once the Fraud Caseworkers are in post.

2.3. More Crimes Solved

The Force is acutely aware that its solved (outcome) rate during the year 2019/2020 was not as strong as it could have been, particularly for residential burglary which dropped by two percentage points for the year end 2019/2020 compared with the previous year. This was largely influenced by a spike in offences during the winter with recorded burglaries up 6% (278 offences) compared to the previous year. Other crime types including Violence With and Without Injury also saw a slight drop in outcome rates compared with the previous year by 1% and 2% respectively. There were, however, improvements in the solved rates of robbery (which increased by 4%), serious sexual offences (which went up by 3%) and rape by 1%. In a commitment to improving its solved rate ongoing work being undertaken in Force includes:

Operation Spearhead – a co-ordinated cross departmental/divisional operation overseen by T/ACC Local Policing with a tactical Crime Superintendent lead which focuses on residential burglary - both preventative activity and the targeting of offenders. Since February this year (and prior to the outbreak of Covid-19) the Operation Spearhead focus had seen some very positive reduction in recorded burglaries week on week and an increase in positive outcomes including 14 charges for burglary during w/c 15th March. The pandemic, as expected, has seen a significant reduction in reported residential burglary but activity to catch outstanding offenders continues with 9 charges secured during April.

Investigation Improvement Plan – lead by T/Chief Supt Raymer and overseen by T/ACC Local Policing this is an overarching programme of work consisting of 3 separate projects all of which are interdependent; the introduction of a **Resolution Centre** (final name still to be determined), **Volume Crime Investigation Improvement Plan 2** and **Investigation Structure Review**.

- **Resolution Centre** – following investment from Operation Uplift the Force will see the introduction of team of officers (three sergeants and twenty four PCs) into the Contact Management Team who will be responsible for dealing with slower time incidents/crimes (current Grade 3 events) over the phone which would ordinarily be tasked to NPT e.g. reports of low threat/harm investigations where no physical police attendance is required e.g. criminal damage, non-DA harassment etc. The aim is for Resolution Centre to go live in November this year.
- **Volume Crime Investigation Improvement Plan 2** - This plan will be focussed on improving the capability of NPT staff when investigating volume crime and follows previous work undertaken in 2017 following the introduction of Policing in Your Neighbourhood (PIYN) which focussed on training, leadership, culture, capacity and capability of staff with leads for each strand. Whilst much progress has been made since then in terms of the knowledge and confidence of staff to investigate crimes, concerns remain about investigation quality and supervision of investigations by sergeants. The aim of this new strand of work is to undertake a more structured review of how volume crime is currently investigated by NPT and will examine the process of crime allocation to NPT staff, the existing investigation framework (which crimes are investigated and those that are not), suspect interviewing skills, court file preparation and most importantly the capacity and capability of first line managers to supervise their team's crimes. This work is intrinsically linked to the implementation and design of the Resolution Centre (in releasing the capacity of NPT) and to the Investigation Structure Review (below).

The above two projects commence on 18th May 2020 and will be led by a dedicated inspector, T/Insp Chris Bird, (supported by PS Chris Hampshire) using problem solving methodology. The initial scanning phase assessing current gaps and reviewing national best practice is anticipated to be completed by the end of July 2020.

- **Investigation Structure Review** – This project aims to ensure that the Force has the most appropriate workforce model to deal with more serious crime and specifically Adult Sexual Violence, Domestic Abuse and Stalking and is being led by DCI Rob Harris. Initial options were presented to the Chief Officers Group on 14th April 2020 where an agreement in principle was made to scope in more detail having an investigative model which retains a CID team but rather than keeping the current integrated SIU structure, introduces dedicated Child Abuse (CA) and Domestic Abuse (DA) teams. Whilst there is still work to do in order to

properly assess the feasibility of separate teams, there was wide support for this approach which is anticipated to see a number of benefits including enhanced support and outcomes for victims. An update on the further detailed scoping undertaken will be presented to the Chief Officers in July.

Investment in Performance Teams – whilst there is already a well-established central Force Analysis Unit, divisions, in particular, felt that there was a strong need for more localised support to provide in-depth individual and team performance data in order to improve, amongst other measures, outcome rates. In 2019 the NPT establishment was permanently changed to create small, dedicated performance teams on each division. Working closely with the Senior Management Team to produce a suite of comprehensive products to identify trends, gaps and specific areas of focus the performance teams also provide support and guidance to staff on a daily basis e.g. Home Office Counting Rules requirements, how to accurately finalise crimes on Niche etc. The performance data produced is now at such a level that managers can draw comparisons between individual teams and supervisors and is proving very beneficial at divisional monthly performance meetings chaired by Divisional Commanders.

Proactive Teams – the ability to undertake proactive work waned during the period of austerity but with renewed focus this has seen each division create proactive teams from existing NPT establishment and they are already beginning to achieve some notable results. Current teams differ in size and how they operate as they are very much dependent on NPT strength. Investment from Operation Uplift, however, will see 3 sergeants and 24 PCs dedicated to proactive work across the Force (split across the three divisions). This ability to have local officers given the time to work on prolific offenders and crime trends in their communities will not only assist in contributing to an improvement in outcome rates but should also improve victim satisfaction as offenders are brought to justice.

3. Conclusion[s]

3.1. With a significant proportion of both precept and uplift investment being made in local policing as outlined above, along with key work-streams focussed on improving the way in which the Force investigates crime the Force is in a good position to continue its focus on the three areas as set by the PCC in the coming year – *More Police Officers and Frontline Staff, Better Crime Prevention and More Crimes Solved*.

4. Decision[s] Required

4.1. None, this paper is for information only.