

Annex to the Recommendations Tracker

R14/20 – The OPCC will provide a briefing on the work of the Problem Solving Occurrence Team at a future meeting.

Police and Crime Panel Problem Solving Team Update - September 2020:

The Problem Solving Team was formed in 2020 and consists of a Chief Inspector (Mark Offord), two Tactical Advisors (Charlotte Jardine and Matt Sessions), and two Analysts (Fraser Boulter and Stan Morris).

The purpose of the team is to guide and support all areas of Surrey Police in adopting a Problem Solving approach to the chronic and repeat issues that affect the communities of Surrey, through the application of the academically proven OSARA (Objective, Scanning, Analysis, Response, and Assessment) problem solving model. Through the effective identification of repeat issues and application of effective problem solving approaches to those issues, it will enable to police and partners across the County to focus on preventing and reducing crime and anti-social behaviour.

The role of the Tactical Advisors is to provide advice, feedback, and training regarding Problem Solving Plans to operational teams across the County, as well as support in researching potential responses, and join problem solving task forces. The problem solving Analysts provide a range of analytical products and support, to both strategic Force-wide challenges as well as localised repeat issues, utilising both police held and external data to understand the root cause of the problem.

Tactical Advisors

The Tactical Advisors joined the team in March 2020 and since that time, having developed their own knowledge and understand of Problem Oriented Policing before working on a number of key areas to provide the basis on which the Force can build an effective problem solving approach:

- **Surrey Problem Solving Plan template & accompanying Guide:** Creation of an OSARA Problem Solving Plan template- to improve and standardise use of the OSARA model. Prompts have been built into the template to help officers, staff and partners to understand what is expected of them and each section links to a correlating page of the accompanying Guide on the Problem Solving Hub SharePoint site. This template has been reviewed by leading academics in the discipline.
- **Problem Solving Hub:** A SharePoint site has been created where officers and staff can gain additional information and share problem solving ideas. This includes the Problem Solving Plan Template & Guide, 'How-to' documents (step-by-step guides to assist OICs access, download, and manipulate mass data), a Problem Solving Discussion Forum, libraries of successful problem solving initiatives and best practice guides, useful websites, & a contact list. The Hub enables access to officers and staff on a 24/7 basis to assist them in tackling problems that they are working on.
- **Safer Neighbourhood Team (SNT) Training:** Training to SNTs has been rolled out in each of the 11 boroughs and districts, on a two week rolling basis (a 1.5-2 hr presentation followed by one-to-one work in the office). The training introduces application of the OSARA problem solving model, the Problem Solving Plan template and a number of case studies with the aim of building a consistent level of performance across the County. All training will be completed by the end of September following which consolidation will take place where additional support is required.
- **Other Projects of note that the Tactical Advisors have supported:**
 - Recommendations regarding residential burglary prevention and detection opportunities based on national research provided to force burglary lead.

- Research and recommendations regarding how the force should engage with the community to identify and prioritise objectives based on community feedback provided to the ACC for Local Policing.
- Ongoing project with East Surrey Division regarding a bespoke Problem Solving Plan template to reduce the risk of harm to repeat Domestic Abuse victims.
- Ongoing development of the application of a problem solving approach with central teams including Serious & Organised Crime and Public Protection so that prevention of future offending is considered throughout their work.
- Tactical Advisor input on a wide range of individual Problem Solving Plans and initiatives, including; street drinking, violent crime involving weapons, modern slavery, ASB in public areas, trespassing and swimming in hazardous open water, ASB linked to licensed premises, the misuse of catapults, catalytic converter theft, and inappropriate drone use.

Problem Solving Analysts

The Problem Solving Analysts joined Surrey Police in January 2020, and having completed their initial training for the role joined the Problem Solving Team in February 2020. Since that time they have provided a number of key products both at a strategic and operational level that have allowed problem owners to gain a detailed understanding of the driving factors behind particular types of offending.

- **Safer Streets Fund Application:** Conducted comparative analysis into common acquisitive crime types in Stanwell in support of the PCCs bid for the Home Office Safer Streets Fund. This helped to secure over £500k Safer Streets funding to be invested in situational crime prevention measures in the Stanwell North area to reduce crime. As part of the Home Office assessment of the bid, the quality of the analysis in identifying the causal factors of crime in the area was commended.
- **Operation Apollo ASB/Gatherings Reports:** Operation Apollo is the Surrey and Sussex Police response to the Coronavirus Pandemic. The Problem Solving Lead, Chief Inspector Offord took on the role of Local Policing Lead for Surrey as part of the operation. To support this a twice weekly reviews of ASB and gathering issues reported during Covid-19 lockdown was produced by the problem solving analysts. This produce enabled the targeting of police and partner resources to support the enforcement of lockdown rules and identify hotspot/problem areas.
- **Force-wide Burglary Analysis:** A strategic review of residential burglary offending at Force-wide, Divisional, and Borough levels over the last 3 years was completed that involved mapping each individual offence to identify chronic hotspots and trends relevant to each area. Infographics were created to portray analysis and key points of interest which have been provided to the Force Burglary Lead to enable the development of targeted plans focused on Burglary offending this autumn and winter.
- **Operation Apollo Fixed Penalty Notice (FPN) analysis:** A detailed review of circumstances surrounding the issuing of FPN's during the Coronavirus 'lockdown' period to investigate any disproportionalities in respect of ethnicity, gender, age, and place of residence.

Alongside the above force-wide projects, the problem solving analysts have also worked on a number of specific, smaller products and lent support to the Intelligence Unit with wider analysis as required. Examples include theft of catalytic converters across Surrey, theft of bicycles in Woking, localised burglary issues in Surrey Heath, investigating the link between school exclusions and youth crime, and a breakdown of rural crime across Surrey and Sussex.

Next Steps in 2020/21

After the initial start-up of the team and roll out of the Problem Solving Plans and training, the focus will be on consolidating the understanding and application of effective problem oriented policing in the Safer Neighbourhood Teams (SNT) across the county. This will enable them to make the most impact from the uplifted Neighbourhood Specialist Officers, Youth Engagement Officers and PCSOs that are beginning to arrive from precept funding. Alongside this a performance metric for problem solving is being developed for implementation in the autumn to measure the effectiveness of problem solving plans across the force, allowing the targeting of support and training where it is most needed. Following this the focus will be on implementing effective problem solving practice in wider operational teams, including those that operate in traditionally reactive environments.

Additionally it has been identified that there are range of roles across the Force that sit alongside Safer Neighbourhood Teams whose role is primarily preventative and would benefit from central co-ordination to work in tandem with the problem solving and ASB teams, these include Licensing Officers, Designing Out Crime Officers and Youth Engagement Officers. Additional funding has been secured for 2 Police Sergeant Posts, 1 for the ASB Team and 1 for the Problem Solving Team to provide supervision capacity to bring co-ordination of those wider roles into the central Prevention and Problem Solving Team from the beginning of 2021.

Chief Inspector Mark Offord

Prevention & Problem Lead

Surrey Police

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