

Local Policing Plan

2008-11



SURREY
POLICE
AUTHORITY



SURREY
POLICE
*With you, making
Surrey safer*

Contact Details

Further copies of this Local Policing Plan can be obtained from Surrey Police Authority:



Write to
The Chief Executive
Surrey Police Authority
PO Box 412
Guildford
Surrey GU3 1BR



Telephone 01483 630200
Minicom 01483 539999



Email SPA@surrey.police.uk



www.surreypa.gov.uk

Other Formats of this Local Policing Plan

If you, or someone you know, would benefit from receiving this publication in a different format or language, please contact Surrey Police Authority using the above details.

Este documento podría estar disponible en español. Comuníquese con la delegación de Policía de Surrey

Dokument ten można uzyskać w języku polskim. Proszę zgłosić się do władz policyjnych hrabstwa Surrey

Il presente documento potrà essere reso disponibile in italiano. Siete pregati di contattare le Autorità di Polizia del Surrey

若需這份資料的中文版請與薩利警察公署聯繫

یہ دستاویز اردو زبان میں دستیاب ہے۔ برائے مہربانی سرے پولیس اتھارٹی سے رابطہ کریں۔

এই লেখাটির বাঙলা অনুবাদও পাওয়া যাবে। দয়া করে সারে পুলিশ অথরিটির সঙ্গে যোগাযোগ করবেন।

ਇਹ ਕਾਗਜ਼ਾਤ ਪੰਜਾਬੀ ਵਿਚ ਉਪਲਬਧ ਹਨ ਕਿਰਪਾ ਕਰਕੇ ਸੱਚੇ ਪੁਲਿਸ ਅਧਿਕਾਰੀ ਨੂੰ ਸੰਪਰਕ ਕਰੋ।

ساري شرطة بسلطات الاتصال الرجاء العربية باللغة متوفرة الوثيقة هذه

We are pleased to publish Surrey's Local Policing Plan for 2008-11. It sets out the Police Authority's key policing priorities for 2008-09 and explains how Surrey Police will deliver these over the next three years.

Due to the Department for Communities and Local Government's (DCLG) announcement of its intention to 'cap' Surrey Police Authority's budget for 2008/09, publication of this year's plan is later than usual. Without clarity over its budget for the forthcoming year, the Authority was not in a position to agree numerical targets against which to hold the Force to account.

We were disappointed to receive notification of DCLG's decision to nominate a reduction in budget of £1.9m from 2009/10 onwards as the budget restrictions and operational implications described in this plan will remain a real risk. We continue to believe that our three-year budget and plan is the best way forward to help us provide a service that puts the Surrey Public first and meets the policing challenges we face.

Peter T D Williams, JP
Chairman
Surrey Police Authority

Mark Rowley
Temporary Chief Constable
Surrey Police

The Challenges Facing Surrey

Surrey is a unique and exceptional county. Close to London, but also semi-rural, its residents and businesses enjoy a high quality of life and relatively low levels of crime. It is a place where people want to live, work and invest.

While Surrey remains one of the safest counties in England, with falling crime and good levels of public confidence in the policing services we provide, emerging criminal threats and poor funding are putting effective policing at risk.

The patterns of offending and criminality show challenging years ahead for the Force. We are seeing increasing levels of criminality committed by people

who do not live in Surrey. Almost half of all burglary, vehicle crime and robbery is committed by offenders travelling from neighbouring high-crime areas. The nature of the terrorist threat has also changed in recent years and we are having to invest significantly in counter-terrorism resources to address this. Increasingly, policing activity is driven by bureaucracy and targets rather than by local needs, yet we continue to strive for excellence in neighbourhood policing.

Policing comes at a high price for the residents and businesses of Surrey. The county makes the highest net contribution per capita to the UK Exchequer but also pays well above the national average for its policing. This is due mainly to the low level of Government Grant per head of our population. Based on local socio-demographics, the simplistic funding formula does not take account of the real threats and demands placed on Surrey such as the need to provide adequate protective services; our proximity to London; the busy road network; our support to major international airports; cross-border criminals and new and developing crime trends such as terrorism, animal rights extremism, human trafficking and serious and organised crime.

As we started our planning for the next three years, it was apparent that we faced a deficit of £9.1million and the threat of shrinking policing resources in the face of the demands described above. Without additional funding, our numbers are set to reduce, yet our officers are dealing with increased demands and our public are facing escalating risks. It is our job to make sure local people are safe, satisfied with the service they receive from us and have confidence in their local force. This plan sets out how we are addressing the challenges we face to keep local people safe and feeling confident.

Addressing the Challenges

Surrey Police has been assessed as one of the best performing forces in the country by Her Majesty's Inspectorate of Constabulary and the Home Office. We are seen as an innovative force and have an excellent record of achieving

efficiencies. As a leader in neighbourhood policing, we deliver a high quality of service to local people.

Surrey prides itself on its innovation. We have made £50million efficiency savings over the past nine years and continue to look for more. We are at the forefront of workforce modernisation and business process reform, both of which seemed to offer the potential to release much needed resources. Mergers and collaboration offered opportunities to become more efficient, but have been forestalled by changes in Government policy. Initiatives such as 'Operation Shield' (the creation of a protective 'shield' around Surrey using intelligence along with crime and roads policing resources) are being developed to improve our ability to deal with the threat of intruding criminals and terrorism.

This year has seen us make some difficult decisions to address our financial problems. A robust budget-setting process has helped us identify where we can make savings while maintaining high standards of policing. We have reduced the number of Basic Command Units (BCUs) – the operational areas into which the Force is divided - and are rationalising our non-operational support.

Our excellent track record on efficiency savings and proposals for future reorganisation and reform will not be sufficient to address the challenges we face. We have repeatedly flagged our concerns with Government over recent years and put forward proposals such as management flexibilities to support workforce modernisation. While Surrey continues to be seen as a 'high performing force', these concerns are ignored and our proposed solutions unsupported. We have asked the Government to consider a special policing grant for Surrey to put us into line with the average regional grant (although this was refused), as well as a commitment that the review of the funding formula will include funding for cross-border crime and protective services.

Putting the Surrey Public First

Our vision for Surrey Police is to ensure local people are safe, feel safe, are satisfied with the quality of service they receive and have confidence in their local force. We are aiming for a citizen-focused, resilient and financially sustainable organisation. We want our staff to feel supported and valued and to be able to use their discretion to address local problems. Our vision is underpinned by a set of values that details how and what we expect from officers and staff. Annex A to this plan provides more details. Listening to and working with our communities and our local partners, we will aim to identify and tackle areas of concern in every neighbourhood.

When drawing up this Local Policing Plan we have had to take into account many new and sometimes contradictory requirements. There are new provisions for publishing the plan, a new performance regime, new Public Service Agreements and Home Office priorities and a new Local Area Agreement – all of which we have needed to consider. We have also been extremely mindful of the financial pressures we face in order to develop a realistic and pragmatic set of targets.

At both a national and local level, priorities are being focused on increasing public confidence in local police, reducing and detecting serious crime, resolving local concerns and providing effective protective services. These are all important aims that are reflected in our plan. However, we feel that some of the national demands placed on us do not help us to achieve our vision for Surrey.

This year we have taken the opportunity to draw up a plan that puts the Surrey public first. Taking into account the results of public consultations carried out across the county, our plan has been informed by what local people tell us is important to them. We have also put Surrey's requirements before some elements of the national performance regime to make better use of our officers' skills, time and resources and give them the discretion to deal with the issues that matter most to our local communities.

Key Actions for 2008-09

Our strategic priorities for delivering policing services in Surrey are:

- Confidence and satisfaction - building confidence in the police in your neighbourhood and satisfaction with the service we deliver
- Safety - keeping you safe from harm
- People and resources - making the most of our people and resources.

This section sets out our key actions for 2008-09 to achieve our strategic priorities and headline targets. It also demonstrates how we are meeting the objectives set for us in relevant guidance and regulations and how we are acting on the priorities of the public and our partners. Further details can be found in Annex B, available online or from the Authority's secretariat.

CONFIDENCE AND SATISFACTION

1. Increase confidence in local policing

We will:

- Use our neighbourhood policing teams to continue to engage with local communities and deal with their priority issues
- Make it easier for people to access local policing services
- Allow our staff to use their discretion when handling calls and recording crimes so that resources can be used as effectively as possible
- Tell people how we are tackling problems in their area by distributing local newsletters and maximising coverage in the local media
- Map patterns of local issues so we can better understand and address the needs of communities
- Encourage more people to volunteer in policing activities

- Take a focused approach to tackle anti-social behaviour within communities, particularly targeting the illegal possession of knives and weapons and drink-related disorder
- Implement the actions contained within the Protective Services Action Plan
- Use the results of national and local research to further understand, influence and improve confidence in local policing.

2. Increase the satisfaction of victims of crime and road traffic collisions with the overall service provided by the police

We will:

- Train our staff and officers to improve their customer service skills
- Ensure staff who are handling calls from the public adopt the principles of the National Call Handling Standards
- Make sure we communicate effectively with all victims of crime, including those involved in road traffic collisions
- Ensure the organisation learns lessons from any complaints received, to improve the quality of service provided to the public.

SAFETY AND HARM REDUCTION

3. Sustain and test our policing readiness to deal with civil contingency threats assessed as high or very high risk

We will:

- Work with partners to make sure we comply with the Civil Contingencies Act
- Make sure we have sufficient staff and resources available to deal with significant incidents, should they arise
- Make specialist officers and equipment available to respond to and recover from major incidents, 24 hours a day

- Put plans in place so that if an emergency occurs, our BCUs and departments can continue to perform their day to day functions.

4. Continue to disrupt and dismantle organised criminal groups

We will:

- Collect intelligence on serious crime and criminality
- Use this intelligence to identify those organised crime groups that pose the greatest risk to our communities
- Proactively investigate organised crime groups by using specialist resources to bring offenders to justice, or disrupt their criminal business
- Conduct financial investigations to take the profit out of crime.

5. Enforcement through the improved effectiveness of forensic information for serious acquisitive crime *(defined as all offences relating to domestic burglary, robbery, theft of and from motor vehicles)*

We will:

- Attend scenes where we can potentially recover forensic evidence to enable more cases to progress to detections
- Ensure the rate of crime scene examinations is recorded, monitored and compared to recorded crime levels
- Fast track processing where we have found a definite offender fingerprint so that we can obtain a result within six hours of attending a crime scene
- Ensure that forensic evidence is submitted and dealt with in a timely way
- Use the specific resources of 'Operation Shield' to deal with cross-border criminals
- Ensure each BCU has dedicated trained staff to deal with forensic identifications.

6. Continue to target and charge those people involved in the supply of Class A drugs

We will:

- Collect intelligence on serious crime and criminality
- Assess the intelligence to identify those Class A drug dealers that pose the greatest risk of harm to communities
- Use specialist resources to investigate dealers and bring offenders to justice, or disrupt their criminal business
- Conduct financial investigations to take the profit out of crime
- Use intelligence to proactively target 'street level' dealers.

7. Reduce serious violent and serious acquisitive crime

We will:

- Implement 'Operation Shield' to tackle the high levels of criminality committed by offenders who do not live in Surrey
- Deny criminals the use of roads with the proactive use of Automatic Number Plate Recognition technology
- Work with partner agencies to reduce crime
- Focus resources to detect offences involving serious violence
- Target offenders who commit domestic violence.

PEOPLE AND RESOURCES

8. Deliver the Force's efficiency plan while continuing to maintain performance

We will:

- Achieve savings by carrying out our business processes more efficiently, centralising support functions and restructuring our BCUs
- Modernise the workforce, currently focusing on north Surrey, by changing the mix of officers and staff in the Targeted Patrol Team and CID

- Use nationally negotiated procurement agreements to make savings.

9. Stabilise police officer and police staff turnover

We will:

- Review police officer and police staff retention measures and identify options available
- Continue discussions with the Government to increase flexibility around reward structures for police officers, recognising Surrey's proximity to London
- Enhance the rewards available for outstanding performance by police staff
- Review the content of the 'What Leaders Do' programme to improve people management skills
- Strengthen analytical capability in relation to staff retention to better identify trends and opportunities for early intervention.

Delivering Services in Partnership

In addition to the key priorities set out above, there are others we are working with partners to achieve. Through our work with the Local Area Agreement, Crime and Disorder Reduction Partnerships and other key partners, these priorities include:

- Dealing with those people who commit the most crimes (Prolific and Priority Offenders)
- Preventing terrorist attacks
- Reducing repeat incidents of domestic abuse
- Reducing the numbers of people killed or seriously injured on our roads
- Supporting victims of serious sexual offences
- Tackling anti-social behaviour.

Further detail showing how Surrey Police is supporting these and other national and local partnership priorities can be found in Annex B.

Other Requirements

The Home Office has published guidance which details a number of matters police authorities should consider in their policing plans. Surrey Police Authority has this year decided to produce a more reader-friendly, Surrey-focused plan. You can find details of how we are meeting the requirements set out in the Policing Plan Regulations (2008) on our website (www.surreypa.gov.uk) or by contacting the Authority's secretariat on 01483 630200.

If you wish to see copies of the documents referred to in this Local Policing Plan, please contact the Authority's Secretariat using the contact details at the front of this plan.

Summary of Policing Plan Targets for 2008-11

Headline Priority	Headline Measure (specific definition)	Target (Years 1-3 of rolling three-year plan)
<i>Satisfaction and Confidence</i>		
Increase confidence in local policing	Percentage of the public who have confidence in the police in their neighbourhood <i>(Locally defined measure)</i>	Year 1 – improve from a baseline of 73 per cent Year 2 – review target*
Increase overall satisfaction with the service provided to victims of crime and road traffic collisions	Percentage of victims who are completely, very or fairly satisfied with the overall service provided by the police <i>Statutory Performance Indicator (SPI) 1e</i>	Achieve a statistically significant increase by the end of year three Year 1 = 79.7 per cent Year 2 = 80.4 per cent Year 3 = 81.2 per cent
<i>Safety and Harm Reduction</i>		
Civil contingency capability and preparedness	Maintain and test the policing readiness to respond to areas of civil contingency threat which have been assessed as high or very high risk <i>(Locally defined measure)</i>	Year 1: 80 per cent for all relevant areas Year 2: 80 per cent elements Year 3: 80 per cent
Control of Class A drugs supply	Persons charged with Class A drugs supply <i>(Locally defined measure)</i>	Charge a further 135 persons for Class A drugs supply each year subject to annual review

*Using a revised and more robust survey methodology in 2008/09, we aim to improve from a baseline of 73%. The target level will be reviewed at the end of 2008/09 once a baseline derived from the new methodology has been established.

Safety and Harm Reduction		
Disrupt or dismantle organised criminal groups	To protect communities from harm by disrupting or dismantling organised criminal groups (generally through the active pursuit of arrests and charges), who are assessed as posing most risk (Locally defined measure)	Disrupt or dismantle a further ten criminal enterprises each year (counted post-charge), subject to annual review
Serious violent crime and serious acquisitive crime reduction	Serious violent crime and serious acquisitive crimes per 1,000 population (Locally defined measure but aggregate of two SPIs)	Year 1: 1 per cent reduction on baseline Year 2: 2.5 per cent reduction on baseline Year 3: 4.5 per cent reduction on baseline
Enforcement through the improved effectiveness of forensic information for serious acquisitive crime	Conversions of forensic hits / identifications into detections for serious acquisitive crime (percentage) (Locally defined measure)	Year 1: Maintain Year 2: Improve Year 3: Improve
People and Resources		
Improve efficiency	Achievement of efficiency plan and at least maintain existing levels of performance (Locally defined measure)	Achieve at least 9.3 per cent cashable efficiency savings over the next three-year period Year 1: 3.5% Year 2: 3.5% Year 3: 2.3%

People and Resources

Stabilise staff turnover	Unplanned police officer and police staff turnover <i>(Locally defined measure)</i>	Stabilise staff turnover for the next three years Year 1: 8.5 per cent Year 2: 8.5 per cent Year 3: 8.5 per cent
--------------------------	---	---

Surrey Police Mission, Vision, Strategy and Objectives

Our Mission...

Safe and confident neighbourhoods in Surrey

Our Vision...

Local people having the highest levels of confidence in us and living in the safest neighbourhoods in the country

Our Strategy...

- Putting the Surrey Public First through a professional, intelligence-led, resilient and efficient service organised around trusted expert constables, neighbourhood teams and other specialist capabilities configured to support safer neighbourhoods and deal with increasingly external threats with the BCU (Geographic and Specialist) command role being to coordinate seamless services
- As leaders in local communities proactively delivering neighbourhood policing, encouraging and collaborating with active citizens and partner agencies
- Offering the public informed choice and direct influence over neighbourhood priorities and deployment decisions and taking proportionate action for lasting resolutions. Providing comprehensive public information to enable them to hold us to account.

Our Objectives...

- Confidence in local policing
- Overall satisfaction with the service provided to victims of crime and road traffic collisions
- Policing readiness to respond to the areas of civil contingency threats assessed as 'high' or 'very high' risk
- Continue to target and charge those people involved in the supply of Class A drugs
- Continue to disrupt and dismantle organised criminal groups
- Enforcement through the improved effectiveness of forensic information for serious acquisitive crime
- Serious violent and serious acquisitive crime
- Deliver the Force's efficiency plan while continuing to maintain performance

About Surrey Police and Surrey Police Authority

If you would like to know more about Surrey Police or Surrey Police Authority, you can visit the following websites:

Surrey Police Authority – www.surreypa.gov.uk

Surrey Police – www.surrey.police.uk

If you wish to comment on the policing of your area, you can do so through a variety of public meetings including Neighbourhood Panels and Surrey Police Authority meetings. There are opportunities to support the police and the community through volunteer work, the Independent Custody Visitor scheme or Neighbourhood Watch. Further details are available on the Authority's website.

Local Policing Summaries

The Force and the Authority produced their annual Local Policing Summary, which was sent to all households in Surrey, in May and June 2008. This provides an outline of key priorities and targets for policing and includes locally focused information.

Your Views

Now you have had the chance to read this policing plan, we would like to know your opinion of it. Please send any comments to Surrey Police Authority using the contact details at the front of this plan.