

Local Policing Plan

2010-13



SURREY
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AUTHORITY



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

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এই লেখাটির বাংলা 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 هذ

Foreword by the Chairman and Chief Constable

We are pleased to publish the 2010-2013 Policing Plan for Surrey Police Authority and Surrey Police.

The coming years see us facing considerable and unprecedented challenges, both operationally and financially and the Authority and Force have had to think radically to address these. We are now embarking on an ambitious plan to review and change how policing is delivered in Surrey. This review of policing will make cuts to the numbers of senior officers and staff in Surrey Police; simplify the policing structure; further reduce bureaucracy; and rationalise the estate. Ultimately, the review will deliver up to 200 more constables to bolster neighbourhood policing teams, tackle serious crime and the Force's work around Operation Shield to counter cross-border criminality. We also believe that these changes will result in a better and more accessible service for the public and a more financially stable future for Surrey Police.

This plan describes how we intend to focus the delivery of policing over the next three years and sets out the Police Authority's targets for the Force to achieve. We recognise that these targets will be ambitious in a time of change. The plan also sets out how we will work with our partners to achieve our ambitions and the key actions we will be taking to meet the targets.

Peter T D Williams, JP
Chairman
Surrey Police Authority

Mark Rowley
Chief Constable
Surrey Police

Addressing the Challenges Facing Surrey

Our Strategy...is to put the 'Surrey Public First'

Policing in Surrey

Surrey is one of the safest counties in England with public confidence in the police rated the highest in the country, as well as relatively low levels of crime. It is home to over 1.1 million residents and many major businesses. Surrey faces unique policing challenges being close to London and having town centres as well as rural locations.

Surrey Public First

The Surrey Public First Strategy was developed by Surrey Police and Surrey Police Authority to provide a more proportionate, common sense style of policing focused on serving the people of Surrey above compliance with external target regimes. It is simply about putting the people of Surrey at the heart of everything we do in a pragmatic and principled way, making more use of professional judgement in serving local communities.

Since introducing the Surrey Public First strategy we have:

- delivered major improvements in meeting public demands with both confidence and satisfaction levels improving during the last 2 years;
- increased the levels of public confidence and currently achieve the highest confidence rates nationally, based on the Home Office single target;
- increased public safety by reducing the risk of harm and the number of serious crimes committed in the county;
- reduced serious acquisitive crimes, such as burglary, robbery and vehicle crime by 20%;
- reduced serious violent crimes by 23%; and
- recorded the lowest crime rate for serious violent crime in England and Wales.

Surrey continues to be a target for criminals coming into the county. We have developed a response known as Operation Shield aimed specifically at tackling these offenders.

We will continue to balance the need to provide local police officers on the beat, through Neighbourhood Policing, while protecting people from more serious crimes such as terrorism and organised crime, known collectively as 'Protective Services'. We have

collaborated with three other South East forces to provide some of these Protective Services such as witness protection and the use of covert officers.

About half of all Surrey Police's budget is raised through local council tax. Despite a substantial number of people who pay council tax in Surrey telling us that they are willing to pay more for policing to ensure a safe county, the government has decided to cap the amount we can raise through local tax payers. This, together with the low level of funding from central government, presents us with our current financial challenge.

Despite making efficiency savings of over £24m in the last three years, which accounts for just under 14% of the budget, we found ourselves still facing a budget gap of a similar amount over the next three financial years. The Police Authority asked the Chief Constable to review policing in Surrey to see if it can be delivered in a way which provides a better service to the people of Surrey whilst bridging the budget gap. This has led to an exciting new initiative - the **Operational Policing Review**, described below.

Surrey Public First – the next step

The focus of our plan continues to be putting the *Surrey Public First*. Taking into account the results of comprehensive public consultation carried out across the county, our plan has been informed by what local people tell us is important to them. More detail of how we have reflected the public's priorities is set out in the annex to this plan. We have also put Surrey's priorities 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.

When drawing up this Local Policing Plan we have had to take into account many different and sometimes contradictory requirements. We have considered the views of Surrey public, the Government's Public Service Agreements, Home Office priorities, the Local Area Agreement and the promises we have signed up to in the Policing Pledge. At both a national and local level, priorities are being focused on increasing public confidence in local police, improving customer service, reducing and detecting serious crime, resolving local concerns and providing effective protective services. We have balanced these demands while focusing on what people in Surrey want when setting our priorities.

The Operational Policing Review

To meet the financial pressures placed on Surrey Police and Surrey Police Authority and to continue putting Surrey Public First, we have agreed a strategy for major change. Over the next three years our aim is to do even better at putting the public first by bringing in measures to increase the number of constables on our streets.

We aim to **recruit up to 200 extra constables by April 2012** with officers being deployed into neighbourhood teams to deal with anti-social behaviour and local issues, as well as tackling cross-border and serious crime.

We will look at **providing a range of better ways for the public to access neighbourhood policing teams and to replace outdated, expensive and under-used police buildings**. Police front counter services will be made available in public buildings making it easier and more convenient for the public to visit the police. We have agreed that no police station should be closed without a more appropriate alternative being in place.

We **have introduced a new and slimmed down command structure, facilitating the removal of approximately 40 senior police posts over three years**. In the light of a change to the policing model, reducing the number of senior officers is felt to be sustainable. This will release funds to assist in recruiting the additional police constables.

We will **change the way that key functions such as investigation and emergency response are organised through the introduction of a simpler structure to improve the service for the public**. This will mean that Surrey's current model of three geographical divisions known as Basic Command Units will be replaced with a simpler policing model based on the four main functions of the force: neighbourhood policing, responding to incidents, investigation and tasking command. Response and investigation teams will continue to operate across the county as before, working out of Staines, Reigate and Guildford. Surrey Police and Surrey Police Authority believe that by reorganising in this way, a better service can be provided in our neighbourhoods.

Finally, we are agreeing **new and ambitious performance measures to make sure that the resources released by these changes translate into a reduction in crime and an increase in confidence**. Along with proposed changes, testing targets have been set to make the most of the planned extra resources on the front line.

Key Actions for 2010-13

Our strategic priorities for delivering policing services in Surrey are:

- Confidence and satisfaction - building your 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.

The table below summarises our targets and indicates where targets will be delivered in conjunction with partners.

	Delivered by Surrey Police	Delivered with our Partners
<i>Confidence and Satisfaction</i>		
1	Keep public confidence in Surrey Police high	
2		Ensure people are confident that Surrey Police and local councils can deal with crime and anti-social behaviour in their area (with local councils)
3	Provide a good service to victims of crime and anti-social behaviour	
<i>Safety</i>		
4	Working with other forces to stop criminal gangs from operating across the region and impacting on Surrey	
5		Arrest people who sell illegal drugs (with the Crown Prosecution Service (CPS))
6	Keep levels of serious crime low in Surrey	
7		Catch people who commit serious crimes like burglary, car theft, mugging, serious violence, rape and sexual abuse (with the CPS)
<i>People and Resources</i>		
8	Save money by being more efficient	
9	Encourage the best police officers and police staff to stay working for Surrey Police	

Below we set out our key actions for 2010-13 to achieve our strategic priorities and headline targets. We also demonstrate 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.

CONFIDENCE AND SATISFACTION

1. Keep public confidence in Surrey Police high

We will:

- Deliver the Citizen Focus Strategy which supports our aim to be a citizen-focused service putting the Surrey public first
- Aim to meet the commitments set out in our Policing Pledge (as described in the annex to this plan)
- Consult with local people about the best places to have front counter police services in their borough
- Promote the Drive SMART road safety campaign
- Build on the success of Operation Quake to tackle anti-social behaviour
- Engage with local communities and deal with their priority issues through our neighbourhood policing teams and partners
- Publicise how people can contact the police in a non-emergency situation, making 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
- Encourage more people to become active citizens and work with us to resolve community issues
- 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. Ensure people are confident that Surrey police and local councils can deal with crime and anti-social behaviour in their area

We will:

- Tell people how we are tackling problems in their area by distributing local newsletters
- Map patterns of local issues so we can better understand and address the needs of communities
- Work with councils to ensure appropriate licensing of pubs and clubs including taking proactive action where licensing agreements are breached
- Reduce anti-social driving through campaigns carried out with Surrey County Council, for example the Drive SMART campaign, a campaign aimed at educating drivers about road safety
- With our partners, take a focused approach to tackling anti-social behaviour within communities, particularly anti-social driving, drink-related disorder and anti-social behaviour by people gathering in groups. For example, Operation Quake which involves locally based partnership initiatives to reduce anti-social behaviour
- Following consultation, move more police front counters into council offices. This will improve public access to police front counters and mean that people can talk to the police and council about their issues

3. Provide a good service to victims of crime and anti-social behaviour

We will:

- Monitor the service provided across all groups of people for all types of crime, including hate crime, to ensure quality of service
- Ensure that an equally high quality of service is provided to all, regardless of race or ethnicity; social background; gender; sexual orientation; age; religion or belief; or disability
- Ensure that victims of crime are kept informed of progress in their case, agreeing how often and for how long
- Acknowledge any dissatisfaction with the service provided, and seek prompt resolution of such matters
- Monitor and improve the service provided to victims of anti-social behaviour

SAFETY AND HARM REDUCTION

4. Working with other forces to identify and dismantle organised criminal gangs from operating across the region and impacting on Surrey

We will:

- Put more experienced officers into reducing serious organised crime
- Actively monitor the criminal gangs, e.g. drug dealing rings, organised burglary gangs etc operating in Surrey
- Collect intelligence on serious crime and criminality
- Protect Surrey from travelling criminals through Operation Shield
- 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
- Work with other forces to identify and disrupt criminal gangs that work across the South East

5. Arrest people who sell illegal drugs

We will:

- Collect intelligence on serious crime and criminality
- Assess the intelligence to identify those Class A drug dealers and other persons 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
- Put more resources into arresting people who sell illegal drugs

6. Catch people who commit serious crimes like burglary, car theft, mugging, violence, rape and sexual abuse

We will:

- Roll out additional electronic warning devices (known as Alertbox networks) in 9 local shopping parades to target crime and anti-social behaviour by enabling shop keepers and traders to instantly communicate with each other
- Market the national property registration database (www.immobilise.com) to encourage householders to record their valuables and increase the likelihood of stolen property being recovered.
- Develop and promote the use of UV forensic dye products in Surrey and continue with the routine screening of all detainees in custody under UV lights, to improve the forces ability to detect offenders of serious acquisitive crime.
- Continue to disrupt and prosecute cross border offenders who commit these crimes within the County
- Together with our partners within the Criminal Justice System, catch and bring to justice more people who commit rape and other serious sexual offences

7. Keep levels of serious crime low in Surrey

We will:

- Increase the number of officers working in neighbourhoods as a result of the Operational Policing Review, allowing for more pro-active work to be done to reduce serious crimes like burglary, robbery, car crime and violent crime and solving local problems
- Continue to support the Active Citizen system with a view to increasing the numbers of persons who are informed and engaged with policing in Surrey
- Hold neighbourhood panel meetings to work with local people to reduce problems in their area
- Carry out media campaigns giving crime prevention advice, such as car crime prevention, personal safety advice
- Work with and actively support Neighbourhood Watch

Whilst we will be measuring the reduction of burglary, robbery, car crime and violent crime, we will also be working on reducing other serious crimes that affect often the most vulnerable in our communities. We have not set a target to reduce these crimes reported to the police as they are often under-reported and difficult to measure. But active steps we will be taking include:

- Working in partnership with others to protect those who are vulnerable in Surrey (for example at risk children, those at risk of domestic abuse, people with mental health issues).
- Increasing public confidence in Surrey Police and its partner agencies, to encourage reporting of crime committed against those vulnerable communities and individuals
- Protecting children and young people through POLIT (Paedophile on Line Investigation Team)
- Improving services to victims of rape and sexual abuse

PEOPLE AND RESOURCES

8. Save money by being more efficient

We will:

- Re-locate our operational buildings to reduce overheads and improve accessibility for the public to policing services, in line with the wishes and needs of local people
- Make our support departments as efficient and effective as possible
- Use nationally negotiated procurement agreements and join up with other forces where appropriate to buy our goods and services at competitive prices
- Review high value contracts for value for money as they come up for renewal
- Pilot a new shift pattern to better match staffing to demand and reduce overtime costs
- Collaborate with other forces to provide services together, where appropriate, and make savings

9. Encourage the best police officers and police staff to stay working for Surrey Police

We will:

- Make sure our recruitment practices attract the right people, first time
- Devolve more discretion to line managers so people decisions can be taken locally

- Improve our capability to identify trends for people leaving the force and take action
- Carry out a regular staff survey and identify and act on issues to be addressed
- Review measures and identify options available to improve police officer and police staff retention
- Strengthen resource planning and career development opportunities

Delivering Services in Partnership

In addition to our headline priorities set out above we will also work with the Local Area Agreement, Community and Safety Partnerships (formally Crime and Disorder Reduction Partnerships), Local Councils and the Local Criminal Justice Board on the following aims:

- 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 children and young people through promotion of the Every Child Matters principles
- Working with Mental Health care professionals to support the vulnerable in our communities

In partnership with the NHS Surrey, we are working towards establishing a Sexual Assault Referral Centre (SARC) to create a supportive environment for adult and child victims of sexual assault and abuse. The centre will provide medical care and counselling, as well as the facilities to obtain a high standard of forensic examination and offer opportunities for victims to assist the police investigation.

We also work in partnership with other forces and authorities to deliver a collaborative approach to providing protective services, where appropriate. We have recently signed an agreement to deliver Witness Protection, Covert Operations and Technical Support jointly with three other forces in the South East. This will provide a more joined up service to victims.

To make sure that we understand the needs of people in Surrey and get advice on how best to work with communities, we also work closely with a number of other organisations such as our Independent Advisory Groups (groups that are representative of local communities who advise the police on community issues) and Neighbourhood Watch.

Equality and Diversity

Ensuring we provide an equal service to all is a key principle of Surrey Police and Surrey Police Authority. We are keen to be as representative as possible of our communities and have set some key diversity targets to ensure that our workforce meets this expectation and those of residents of Surrey. These targets are detailed in the annex of our plan. We will be monitoring our confidence and satisfaction results to ensure that there is equal confidence across all groups of people.

Environmental Management

We are committed to reducing our environmental impact in all of our day-to-day activities. In putting the public first and bringing communities together, we acknowledge our part in mitigating the effects of, and adapting to climate change. With continual improvement we can reduce our energy consumption and respond to the changing environmental challenges that we all face. The annex to this plan includes environmental targets we aim to achieve.

Financial Information

Budgetary information for 2010-11 is available on the Authority's website, including the Statement of Accounts (plus a summary version); the Budget and Precept Report for 2010-11 and Revenue and Capital Finance Reports.

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 decided to produce a more reader-friendly, Surrey-focused plan. We publish an annex of other requirements and a value for money statement in the Policing Plan Regulations (2008) on our website (www.surreypa.gov.uk)

You can also get a copy of this annex by contacting the Authority's secretariat on 01483 630200.

Summary of Policing Plan Targets for 2010-13

Headline Priority	Headline Measure (specific definition)	Target (Years 1-3 rolling three year plan)
Satisfaction and Confidence		
Keep public confidence in Surrey Police high	Percentage of the public who have confidence in the police in their neighbourhood	Year 1: at or above 80% Year 2: at or above 80% Year 3: at or above 80% (2009/2010 – 85.3% were confident)
Ensure people are confident that Surrey police and local councils can deal with crime and anti-social behaviour in their area	Percentage of people who agree that the police and local council are dealing with the anti-social behaviour and crime issues that matter in their local area	Year 1: 59.9% (Home Office milestone) Year 2: 63.9% (Home Office target) Year 3: 63.9% (Year to December 2009 – 58.1% were confident)
Provide a good service to victims of serious crime and anti-social behaviour	Percentage of victims of serious incidents (burglary, vehicle crime, violent crime, hate crime, road traffic accidents) and anti-social behaviour who are satisfied with the overall service provided by the police	Victims of serious crime and Road Traffic Collisions Year 1: at or above 79.2% Year 2: at or above 80% Year 3: at or above 80% (In 2009/2010 - 80.7% were satisfied) Victims of anti-social behaviour Year 1: at or above 76% Year 2: at or above 78% Year 3: at or above 80% (In 2009/2010 - 75.4% were satisfied)

Safety and Harm Reduction		
Working with other forces to stop organised criminal gangs from operating across the region and impacting on Surrey	The number of organised criminal groups disrupted or dismantled	Year 1: 15 Year 2: 16 Year 3: 17 (2009/10 – 10 organised criminal groups were dismantled or disrupted)
Arrest people who sell harmful drugs	Number of persons charged/ cautioned with Class A drugs supply	Year 1: 170 Year 2: 190 Year 3: 210 (2009/10 – 167 people were charged/ cautioned for Class A drug supply)
Keep levels of serious crime low in Surrey	Serious acquisitive crime (burglary, theft of and from motor vehicles, robbery/ mugging) and serious violent crimes per 1,000 population ¹	Year 1: 13.6 ² per 1000 population (15,062 offences, 3% reduction on baseline) Year 2: 12.7 ² per 1000 population (14,130 offences, 9% reduction on baseline) Year 3: 11.9 ² per 1000 population (13,198 offences, 15% reduction on baseline) (2009/10 – there were 15,234 offences/ 13.73 per 1000 population)

¹ Rape and sexual abuse is not included in this measure as Surrey Police is taking steps to encourage reports of these currently under-reported crimes

² The targets per 1000 population have been amended due to new population estimates. Offences in the target remain unchanged.

Catch people who commit serious crimes like burglary, car theft, mugging, serious violence, rape and sexual abuse	Percentage of serious acquisitive crime (burglary, theft of and from motor vehicles, robbery/ mugging), serious violent crime and rape and sexual abuse with a sanction detection or informal resolution ³	Year 1: 18.6% Year 2: 19.8% Year 3: 21.3% (2009/10 – performance was 17.1%)
People and resources		
Save money by being more efficient	Efficiency savings (as defined by national guidance)	Year 1: £6.2million over 1 year (3.3% of our budget) Year 2: £17.1 million over 2 years (9.1%) Year 3: £28.2 million over 3 years (15%) (In the last 3 years we have saved £27.3m)
Encourage the best police officers and police staff to stay working for Surrey Police	Unplanned turnover rate for police officer and police staff (less non-permanent police staff)	Year 1: At or below 8% Year 2: At or below 8% Year 3: At or below 8% (2009/10 our turnover was 5%) ⁴

³ A sanction detection is where an offender has been charged, cautioned, reported for summons, reprimanded, the offence has been taken into consideration or where a fixed penalty notice has been issued in relation to an offence. An informal resolution is where, in less serious cases, an officer has used their judgement to resolve the issue by less formal means, e.g. discussions between victim and offender.

⁴ Figures marked as x% will be added when end of year data is available

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. We actively encourage the public 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 will produce their annual Local Policing Summary, which will be sent to all households in Surrey, in June and July 2010. This will provide an outline of key priorities and targets for policing and include 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.