

Surrey Police Authority / Surrey Police Policing Plan Requirements and Value for Money Statement – 2010-2013

Summary of National Priorities, other Key Partnership Targets and Policing Plan Regulations Requirements

Where it supports our principle of putting the Surrey Public First, we will demonstrate delivery against national priorities including the Public Service Agreements and the Home Secretary's Strategic Policing Priorities for the Police Service, as well as delivering value for money, as described below.

We are also committed to supporting targets delivered in partnership through the Local Area Agreement, the Surrey County Community Safety Agreement and the Local Criminal Justice Board. These priorities and targets are summarised below, together with a table highlighting where our targets support or contribute to these priorities.

Relevant Public Service Agreements (PSAs)

(See HM Treasury website for more details)

- **PSA 14** – Increase the number of children and young people on the path to success
- **PSA 23** – Making communities safer
- **PSA 24** – Deliver a more effective, transparent and responsive Criminal Justice System for victims and the public
- **PSA 25** – Reduce the harm caused by drugs and alcohol
- **PSA 26** – Reduce the risk to the UK and its interests overseas from international terrorism.

Summary of the Home Secretary's Strategic Policing Priorities (SPPs) for the Police Service for 2010-2011

- Continue to increase public confidence so that by March 2012 60% of the public agree that the police and local council are dealing with the

anti-social behaviour and crime issues that matter most in their local communities

- Work jointly through partners and local communities to reduce and prevent crime and anti-social behaviour and the problems caused by drug and alcohol misuse and youth offending, in line with PSAs 14, 23 and 25; and in a coordinated approach with other CJS partners, deliver an effective criminal justice response in line with PSA24, putting the needs of victims, including young victims, at its heart
- Work jointly with police forces and other agencies, such as SOCA and UK Border Agency (UKBA), to ensure that the capability and capacity exists across England and Wales to deliver effective protective services, including tackling serious and organised crime
- Work jointly with and through partners and local communities to tackle terrorism and violent extremism in line with the counter terrorism strategy (CONTEST) and PSA 26
- In all of the above, ensure that value for money is central to the strategic vision for improving policing; that best use is made of resources in line with the policing White Paper and the Efficiency and Productivity Strategy for the Police Service, both within forces and through collaboration between forces and with the wider public sector; and that chief officers and senior leaders are visibly associated with this organisational priority.

Summary of Key Partnership Targets

Local Area Agreement (LAA) Target Areas	
Indicator / Reference	Description
NI4	Percentage of people who feel they can influence decisions in their locality
NI 5	Overall satisfaction with local area
NI 7	Environment for a thriving 3 rd sector
NI 21	Dealing with local concerns about anti-social behaviour
NI 30	Prolific and priority offenders

NI 32	Repeat incidents of domestic violence
NI 36	Protection against terrorist attack
NI 141	Vulnerable people achieving independent living

For more detail, see www.surreycc.gov.uk

Local Criminal Justice Board Priorities

To improve local services to victims and witnesses by making the process as easy as possible for them, and to encourage more victims and witnesses to come forward.

To target persistent, prolific and potentially dangerous offenders in Surrey.

To increase the number of domestic violence cases that are prosecuted by ensuring an effective, quick and safe procedure is in place.

To ensure the right charges are brought against offenders, and at the right time

To increase the number of court trials that proceed on the day they are listed.

To increase the number of warrants that are enforced

To involve staff from all the criminal justice agencies in the Board's work, to help ensure that the local criminal justice system gives high quality service

To find out what matters most to local people and to effectively engage with the local community, particularly black and minority ethnic communities and other minority groups

For more detail, see www.lcjb.cjsonline.gov.uk/surrey

Surrey's Community Safety Agreement

We are working with Surrey County Council to support the delivery of their Community Safety Agreement, where appropriate. Cross-cutting elements include anti-social behaviour, reducing serious violent crime and reducing risk from terrorism.

Local Consultation

The 2010-13 Local Policing Plan has been drawn up taking account of those priorities for policing identified by Surrey residents. Authority members have considered the results of the 2009 Neighbourhood Policing Plan survey carried out by Surrey Police, as well as the results from the Surrey Police Authority Citizens' panel, stakeholders' survey and focus groups when setting this year's targets. Full details of the consultation results can be obtained from the Authority's secretariat. Results showed that residents and stakeholders were generally supportive of the policing priorities in Surrey. However, following the results, a greater emphasis has been put in this year's plan on tackling anti-social behaviour, including driving, and detecting serious crime.

Value for Money Statement

Surrey Police faced a Medium Term Financial Plan gap of £25 million during the three financial years from April 2010 to March 2013. The force has put in place a series of cost reduction and efficiency programmes, some of which have already produced benefits. In fact the most recent Audit Commission (our External Auditors) assessment of our use of resources stated "the organisation manages its finances very effectively and demonstrates good value for money" and that "there is a strong value for money culture in place". Nevertheless we recognise more needs to be done, particularly in the light of the financial challenges we face.

From April 2010, Surrey Police will move to a simpler policing model which will improve policing in Surrey as well as creating a financially sustainable organisation. This programme of work is known as the Operational Policing Review (OPR). By moving from an organisation based upon three geographical policing areas to one based upon the functions of Response, Investigation, Neighbourhoods and Tasking, the Force will reduce the number of leaders needed. The money saved in this way will be used to create new officer posts to deal with Public Priorities. Other initiatives in the OPR will rationalise the police estate, improve partnership working and make the police more

accessible. It is anticipated that the full implementation of the OPR changes will also include cashable savings from overtime and procurement.

The seven sections that follow describe some examples of the important areas of activity that include opportunities to deliver cashable savings and productivity benefits during the three years from 2010 to 2013 that will enable us to close the budget gap.

1. Improvements in Deployment

Surrey Police have reviewed the Response function. As a consequence, a new shift pattern is being piloted to more closely match resources to demand.

The introduction of Police Staff, in the form of Police Community Support Officers (PCSOs) and Police Support Officers (PSOs), has made it possible to increase the effectiveness of Police Officers, by releasing them to concentrate on dealing with matters that specifically require their specialist skills and powers and hence make better use of their time.

The new functional policing model will see the Incident Handling Centre and Response (including the Crime Management Unit) brought together under one set of line management. This will result in more effective and joined up working.

We are currently developing and testing mobile data solutions. This will improve the productivity of front line officers who will be able to access Surrey Police systems without returning to a police station.

Surrey Police will carry out an overtime review looking into the cost of police officer overtime paid across the organisation with a view to reducing the overtime spend to no more than 4% of Police Officer salaries, in line with government set targets.

2. Process Improvement Work

Surrey Police will continue to apply Workforce Modernisation (WFM) principles throughout the force to ensure utilisation of the right people with the right skills. The rollout of WFM CID across the rest of the force continues during 2010 and WFM principles are being applied within other functions (e.g. Response, Major Crime Investigation Teams, the Coroners Officer) to encourage the most efficient and cost effective use of resources and save money.

3. Reducing Local Bureaucracy

The force has commenced a series of Organisation Support Reviews (OSR), to ensure that support services are as streamlined and as efficient as possible. The reviews will focus on existing costs and processes and seek to compare how we do business against best practice from other private and public sector organisations.

The first review (OSR 1) examined a wide range of support service departments. This includes the restructure of the HR, Finance & Services and 4-into-3 BCUs, a programme which is now delivering **£2.5m** in cashable savings per year. The force is committed to achieving further savings and, using the same principles that were effective for OSR1, ongoing reviews will scrutinise other support services through 2010 resulting in cashable savings.

The Operational Policing Review (OPR) will remove duplication and standardise business processes. The new OPR model will have just one central function for Response, Neighbourhoods, Investigation and Tasking Coordination. The model it replaces has three Basic Command Units (BCUs), each of which replicates these functions. As an example, the Criminal Justice (CJ) command will be centralised within Investigation. The cost benefit of removing duplication and bureaucracy in CJ should produce cashable savings, in addition to improved CJ performance. Other changes should result in savings as the effects of the OPR make themselves felt. This includes reducing the number of

Senior Officers required by the current structure. By reducing cost in the area of leadership, Surrey Police will be able to put more officers into the front line.

4. Converging IT nationally as part of ISIS

The development and delivery of IT in Surrey will be guided by the internal demands of the force's Strategic Change Programme, and also by the national Information Systems Improvement Strategy (ISIS) which aims to converge IT throughout the police service by 2015. IT will continue to seek new and innovative methods of service delivery which will maximise the potential of systems already in place and in so doing will seek to contribute to sustainable cashable savings as part of the force's Medium Term Financial Plan.

5. Local Approaches and Collaboration

In a meeting held on the 14th January 2010, the police authorities for Surrey, Hampshire, Sussex and Thames Valley signed a legal agreement to create three new regional units to cover Witness Protection, Covert Operations and Technical Support. This will save us money over the next three years and increase operational resilience.

We are in the early stages of exploring ways in which we might be able to carry out back office functions in collaboration with other Authorities in the county.

The Force and Authority will continue to seek opportunities to benefit from collaborative working

6. Procurement

Surrey collaborates with forces in the region in a number of 'support' services and takes advantage of national procurement frameworks, for example, in purchasing its fleet of cars, wherever possible.

Surrey Police is already working along the lines proposed by the Government white Paper and will continue to do so in line with the National Frameworks for Procurement.

7. Economising to make savings in wider overheads (e.g. printing, conferences and travel)

The reviews carried out by the Force have so far been aimed mostly at structures and processes and have focused on reducing payroll costs. A new internal group has been established to review non payroll costs by challenging new or renewed contracts. The Scrutiny Panel has the remit to make sure that the force receives the right goods and services at a competitive price. It is chaired by the Deputy Chief Constable and will monitor its success by using benchmarking information and Value For Money profiles published by HMIC.

Policing Plan Regulations – Other Requirements

Many of the requirements of the Policing Plan Regulations (2008) have been set out in the main body of the Local Policing Plan and in the tables included within this annex. More information on those matters not previously addressed are set out below:

Policing Plan Regulation Requirement	Further Information
Action taken or action planned to address the findings from audit and inspection reports, or following direction from the Home Secretary	A number of bodies make recommendations to the Force and Authority following inspections and audits, including Her Majesty's Inspectorate of Constabulary and the Audit Commission. These are entered onto the Force Recommendations Database (FRD) which is used to track progress. Once a recommendation has been satisfactorily dealt with it is discharged from the active database. Live recommendations on the FRD are reviewed quarterly by the Force and the Authority's Audit Committee.

<p>Information on planned increases in efficiency and productivity and how the Force proposes to meet any target set for increased efficiency and productivity</p>	<p>The Authority is required to set ambitious targets for efficiency for the force. For 2010-2013 this is one of the key headline targets in the Policing Plan. A target has been set to save 15% of the force budget over the next 3 years, equating to circa £30m.</p> <p>Key to delivering our efficiency savings is the Operational Policing Review – detailed in the main body of this plan.</p> <p>Progress against the Surrey Police Authority Efficiency Plan 2010-2013 will be monitored by the Authority’s Finance and Performance Panel.</p>
<p>Planned improvements in the delivery of protective services</p>	<p>The Force has developed a Protective Services Action Plan. The plan is a restricted document, but has been approved by the full Authority and is scrutinised regularly by the Authority’s Controlling Crime panel.</p>
<p>Out-turn information for Statutory Performance Indicators (SPIs)</p>	<p>Details will be published on the Authority’s website.</p>
<p>Equality and Human Rights</p>	<p>Both the Force and the Authority have published equality schemes that are available online or by contacting the Authority’s secretariat. The force has also published its Equality Diversity and Human Rights Strategy and Continuous Improvement Plan for 2010 to 2012. Regular reports are made to the Authority’s Human Resources Panel.</p>
<p>Local Employment Targets for Under-Represented Groups</p>	<p>Employment targets have been set as follows:</p> <ol style="list-style-type: none"> 1. The Force will achieve 4.5% representation of BME¹ officers by 2012. 2. The proportion of Surrey BME Officers performing specialist duties will be higher

¹ BME – Black and Minority Ethnic

	<p>than the national average.</p> <ol style="list-style-type: none">3. The percentage of Surrey BME officers in supervisory posts (Sergeant and above) will increase to 2.5% by 2012.4. Surrey Police female officer representation will exceed 30%. <p>These targets will be monitored by the Authority's Human Resources Panel. More details on the rationale for these targets are available on the Authority's website or by contacting the Authority.</p>
Environmental targets	<p>We will strive to:</p> <ul style="list-style-type: none">• Reduce our carbon emissions across utilities by 10% by 2012• Take into account energy efficiency and whole life costing in any major refurbishments or new builds• Reduce the average CO² emissions per fleet vehicle by 10% by 2010/11• Procure sustainable products and services whenever practically possible• Continually review our information and communications technologies to seek out energy efficiencies

Summary of Local Policing Plan Priorities demonstrating how they support:

- Central Government Public Service Agreements (PSA)
- Home Secretary's Strategic Policing Priorities for the Police (SPP)
- Other Key Partnership Targets – LAA and LCJB
- Results of local consultation
- Force level Strategic Assessment.

Policing Plan Target	PSA	SPP	LAA	LCJB	Consultation Priorities	Force Strategic Assessment
Public confidence in Surrey Police	PSA 24	✓	✓	✓	✓	✓
Public confidence in Surrey police and local councils to deal with crime and anti-social behaviour	PSA 24	✓	✓	✓	✓	✓
Satisfaction with services provided by the police	PSA 24		✓			✓
Work with other forces to stop organised criminal groups operating in the region and impact on Surrey	PSA 23	✓		✓	✓	✓
Stop people supplying harmful drugs	PSA 25	✓			✓	✓
Work in partnership to arrest and prosecute people who commit serious crimes like burglary, car theft, mugging, violence, rape and sexual abuse	PSA 24			✓	✓	✓
Keep levels of serious crime low in Surrey	PSA 23	✓			✓	✓
Save money by being more efficient	PSA 24	✓				✓
Encourage good police officers and police staff to stay working for Surrey Police						✓