

Local Policing Plan

2009-12



SURREY
POLICE
AUTHORITY



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*With you, making
Surrey safer*

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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

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

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

We are pleased to publish Surrey's Local Policing Plan for 2009-12. Building on the first year of our current three-year strategy, this is an opportunity to refresh and reinforce the strategic direction we agreed for Surrey Police in 2008. In spite of the uncertainties around our financial position for 2009-10 given the Government's intention to 'cap' our budget, we intend to make every effort to continue the strong performance achieved in the first year of the plan. This saw major reductions in serious criminality in Surrey, as well as over 80 per cent of people expressing confidence in the police in their neighbourhood and being satisfied with the service we provide. The plan sets out the Authority's key policing priorities for 2009-10 and explains how the Force will deliver these over the next three years.

Peter T D Williams, JP
Chairman
Surrey Police Authority

Mark Rowley
Chief Constable
Surrey Police

Putting the Surrey Public First

Our Vision... Safe and confident neighbourhoods in Surrey

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

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. Surrey remains one of the safest counties in England, with falling crime and excellent levels of public confidence in the policing services we provide. This is an encouraging endorsement of our investment in neighbourhood policing and our overall 'Surrey Public First' ethos.

However, we cannot be complacent. We want to ensure that people in Surrey have the highest levels of confidence in us and live in the safest neighbourhoods in the country. We continue to aim for a citizen-focused, resilient and financially sustainable organisation. Our staff should feel supported and valued and be able to use their discretion to work with local communities and partners to identify and tackle areas of concern in every neighbourhood.

Since June 2008, we have encouraged our officers to use their professional judgement and work with the community to resolve low level crime. This has made a significant impact on public confidence and helped to free up over 1,500 hours of police time. We welcome the messages in the Government's Green Paper, 'From the Neighbourhood to the National: Policing our Communities Together' which challenge restrictive performance regimes and echo our strategy of putting local priorities and issues to the forefront.

When drawing up this Local Policing Plan we have had to take into account many different and sometimes contradictory requirements. We have considered 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. We have also been extremely mindful of the financial pressures we face in order to develop a realistic and pragmatic set of objectives and targets. At the time of writing, we remain uncertain of our budgetary position in 2009-10 given the Government's decision to 'cap' the Authority. Whilst it appears that we are facing further staffing cuts, including operations posts, we aim to continue with the strategic direction originally set in 2008.

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. 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, the focus of our plan continues to be putting 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.

Addressing the Challenges Facing Surrey

Patterns of offending and criminality show challenging years ahead for the Force. Despite low crime levels, Surrey faces real threats and demands such as the need to provide adequate protective services; our proximity to London; the busy road network; support to major international airports; cross-border criminals and newer, developing crime trends such as terrorism, animal rights extremism, human trafficking and serious and organised crime.

At present, around half of the crimes in Surrey are committed by people who do not live in the county, but by offenders travelling from neighbouring high-crime areas. This applies for offences ranging from burglary through to organised crime and murder and also for those arrested on our roads through Automatic Number Plate Recognition (ANPR) operations. Initiatives such as 'Operation Shield' (the creation of a protective 'shield' around Surrey using intelligence along with crime and roads policing resources) have been implemented in the last year and continue to have a real impact in dealing with the threat of intruding criminals and terrorism. Recent operations carried out under the banner of Operation Shield have resulted in the seizure of a significant number of stolen vehicles, arrests for burglary and the disruption of heroin and crack cocaine supplies between Surrey and the Hampshire border. We will continue to build on these operational successes in the year ahead.

The nature of the terrorist threat has also changed and we must retain significant counter-terrorism resources to address this. A key priority for Surrey Police is to ensure that it deals effectively with terrorism, serious crime and other major challenges to public safety, known as protective services. We have completed a gap analysis of our capability and capacity, set against the National Police Improvement Agency (NPIA) minimum standards. We are delivering an improvement plan for all protective services departments, which is being overseen by the Authority's Controlling Crime Panel and is due for completion by 2011.

As well as emerging criminal threats, poor funding is a significant challenge for Surrey. Policing comes at a high price for our residents and businesses. The county makes the highest net contribution per capita to the UK Exchequer but pays well above the national average for its policing – almost 50 per cent of Surrey Police's budget is raised through the council tax precept compared to just 25 per cent in other parts of the country. This is due mainly to our low level of Government Grant, which is based on simplistic socio-

demographics. This year, our funding grant from the Government increased by 2.5 per cent whilst some forces received almost four per cent.

Last year, we made the difficult decision to raise the council tax precept by increasing our budget requirement by six per cent on the previous year. The Government responded by 'nominating' a revised budget for the Authority, having deemed our requirement 'excessive'. Our funding problems continue this year and, again, the Government has taken the decision to 'cap' our budget. Despite repeated efforts to engage, there has been no recognition that the underlying challenges for the Force remain. We continue to believe our case is exceptional, given our low funding level, and our three-year financial planning approach is both prudent and measured.

In spite of our financial difficulties, Surrey Police is a high performing, forward-thinking force and has 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 £24.3m efficiency savings over the past three years and £50m over the past ten and continue to look for more. We are at the forefront of workforce modernisation and business process reform, both of which offer the potential to release much needed resources.

As we started building our budget for the year ahead, it was apparent that we continue to confront a substantial financial shortfall and the threat of shrinking policing resources in the face of the demands described above. We are making difficult decisions to address our financial problems, such as the withdrawal of funding from some areas of our partnership work and extensive reviews of our back office functions. We are reducing our headcount by 144 but have sought to hold off making cuts to the frontline. We do know that the removal of £2.8 million from our budget in 2009 would leave us with no choice but to reduce operational posts. A robust budget-setting process has helped us identify where we can make savings while maintaining high standards of policing and we intend to continue to focus on putting the Surrey Public First.

Key Actions for 2009-10

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.

This section sets out our key actions for 2009-10 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 on our website or from the Authority's secretariat.

CONFIDENCE AND SATISFACTION

1. Increase confidence in local policing

We will:

- Deliver the Citizen Focus Strategy which supports our aim to be a citizen-focused organisation, informed by public choice
- Aim to meet the commitments set out in our Policing Pledge
- Engage with local communities and deal with their priority issues through our neighbourhood policing teams and partners
- 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 through a range of media
- Map patterns of local issues so we can better understand and address the needs of communities
- Encourage more people to become active citizens and work with us to resolve community issues

- Take a focused approach to tackle anti-social behaviour within communities with partners, particularly anti-social driving, drink-related disorder and anti-social behaviour by groups of youths
- 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:

- Ensure staff who are handling calls from the public adopt the principles of our Contact Management Strategy
- Make sure we communicate effectively with all victims of crime, including those involved in road traffic collisions
- Work with partners to tackle anti-social driving and speeding
- 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
- Undertake a testing programme to validate our emergency plans
- 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 Basic Command Units (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 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 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.

7. Reduce serious violent and serious acquisitive crime

We will:

- Continue to use 'Operation Shield' to focus on tackling 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
- Improve detection rates for the most serious, violent and acquisitive crime.

PEOPLE AND RESOURCES

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

We will:

- Realign resources towards local problems, in line with putting the Surrey public first, to improve our crime recording and investigation processes
- Continue to roll out workforce modernisation across the BCUs, by changing the mix of officers and staff to maximise frontline impact
- Make our support departments as efficient and effective as possible
- Achieve savings by using nationally negotiated procurement agreements and reviewing high value contracts locally
- Continue to maximise the disposal value of surplus properties by obtaining planning permission for re-development where appropriate.

9. Stabilise unplanned police officer and police staff turnover at current levels

We will:

- Devolve more discretion to line managers so people decisions can be taken locally
- Strengthen our workforce planning and analytical capability in order to better identify trends and opportunities for early intervention
- Review measures and identify options available to improve police officer and police staff retention
- Continue discussions with the Home Office to increase flexibility around reward structures, recognising Surrey's proximity to London.

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 such as the Local Criminal Justice Board, these priorities include:

- Dealing with those people who commit the most crimes (Prolific and Priority Offenders)
- Improving sanction detection* rates for serious and acquisitive crime
- 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.

**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.*

Further detail showing how Surrey Police is supporting these and other national and local partnership priorities can be found on the Authority's website.

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. 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 the 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% Year 2: Maintain public confidence levels above 80% Year 3: 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 to 81.2% by the end of year three Year 1: 79.7% Year 2: At least 83.9% (which is a statistically significant improvement from the end of 2008/09 result of 82.4%) Year 3: Review target
<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% for all high or very high risk areas Year 2: 80% for all high or very high risk areas Year 3: Review target
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

<p>Disrupt or dismantle organised criminal groups</p>	<p>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</p> <p><i>(Locally defined measure)</i></p>	<p>Disrupt or dismantle a further ten criminal enterprises each year (counted post-charge), subject to annual review</p>
<p>Serious violent crime and serious acquisitive crime reduction</p>	<p>Serious violent crime and serious acquisitive crimes per 1,000 population</p> <p><i>(Locally defined measure but aggregate of two National Performance Indicators. Categories which will be routinely monitored and tracked within this measure will include:</i></p> <ul style="list-style-type: none"> • <i>Robbery</i> • <i>Domestic burglaries</i> • <i>Vehicle crime</i> • <i>Serious violent crime)</i> 	<p>Year 1: 1% reduction on baseline</p> <p>Year 2: Maintenance of the 08/09 year end crime level of 9.93 crimes per 1,000 population</p> <p>Year 3: Review target</p>
<p>Enforcement through the improved effectiveness of forensic information for serious acquisitive crime</p>	<p>Conversions of forensic hits / identifications into detections for serious acquisitive crime (percentage)</p> <p><i>(Locally defined measure)</i></p>	<p>Year 1: Maintain 70.04%</p> <p>Year 2: Improve to 100%*</p> <p>Year 3: Review target</p>

People and Resources

<p>Improve efficiency</p>	<p>Achievement of efficiency plan and at least maintain existing levels of performance <i>(Locally defined measure)</i></p>	<p>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%</p>
<p>Stabilise staff turnover</p>	<p>Unplanned police officer and police staff turnover <i>(Locally defined measure)</i></p>	<p>Stabilise staff turnover for the next three years Year 1: 8.5% Year 2: 8.5% Year 3: 8.5%</p>

** Revised methodology to exclude those relating to 'legitimate access' to ensure that it includes only those idents where there is a possibility of a realising a detection.*

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 will produce their annual Local Policing Summary, which will be sent to all households in Surrey, in June and July 2009. 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.