



**PART ONE**

**To: Office of Police and Crime Commissioner – Performance Meeting**

**Date: 22 March 2018**

**By: Strategic Planning**

**Title: Progress against the Police and Crime Plan**

**Purpose of Report/Issue:** The purpose of this paper is to provide an update for the Police and Crime Commissioner regarding Surrey Police performance on the Police and Crime Plan.

**Report Detail:**

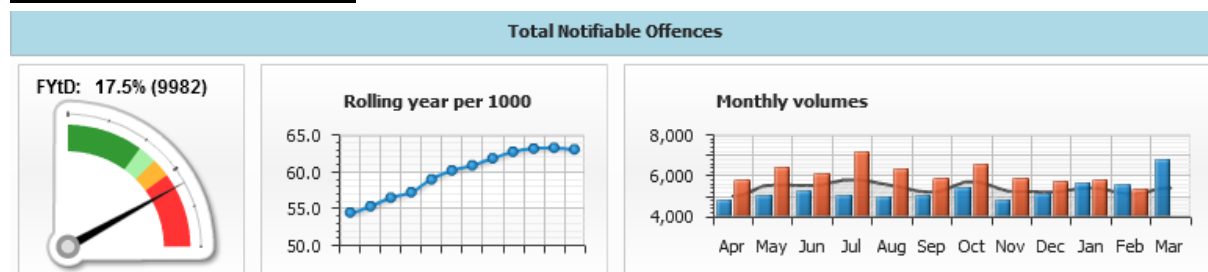
**1. Cut Crime and keep Surrey Safe**

Aim	Measures by	Year End 2016/17	Previous Apr-Sept 2016/17	FYtD* Apr- Dec 2017/18
<b>For people to feel that police deal with anti-social behaviour and crimes that matter to them in their area</b>	% of public from survey believing that the police deal with anti-social behaviour and crimes that matter in their area	75.9% (4730)	76.3% (3588)	77.7% (3573)

Source: Joint Neighbourhood Survey \*Results for Quarters 1-3, 2017/18

Aim	Measures by	2016/17 Performance	Current Performance
<b>For police to solve more crimes against vulnerable people</b>	Positive Outcome Rate for crimes against vulnerable people (sexual offences, domestic abuse, child abuse and hate crime)	24.2% (2,307) (same FYtD 2017)	19.8% (2,234) (FYtD to 5 Mar 2018)

**Total Notifiable Offences**



FYtD to Feb 2018

The force recorded a +17.5% increase in recorded crime this FYtD (to Feb 2018), with 66,863 offences recorded compared to 56,881 for the same period last year (+9982 offences). Notable volume increases have been recorded for:

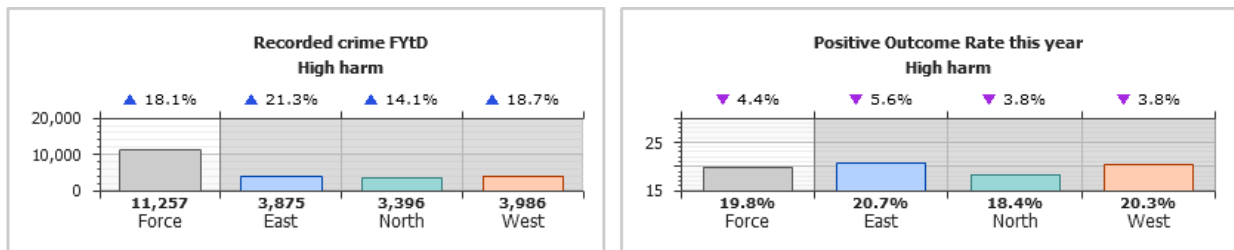
- Violence without injury (+3636 offences, +22.8%)

- Violence with injury (+862 offences, +15.1%)
- Theft (other than vehicle) & handling stolen goods (+1237 offences, +10%)
- Criminal damage (+875 offences, +10.6%)

Burglary has also increased notably this FYtD, please see Residential Burglary on page 5

The number of positive outcomes this FYtD (to Feb 2018) has increased to 10,490 from 9,949 positive outcomes for the same period last year (+541 positive outcomes). However, because the volume of Total Notifiable Offences has increased so notably, the positive outcome rate this FYtD of 15.7% is lower than the rate for the corresponding period last year (17.5%)

### **High Harm**

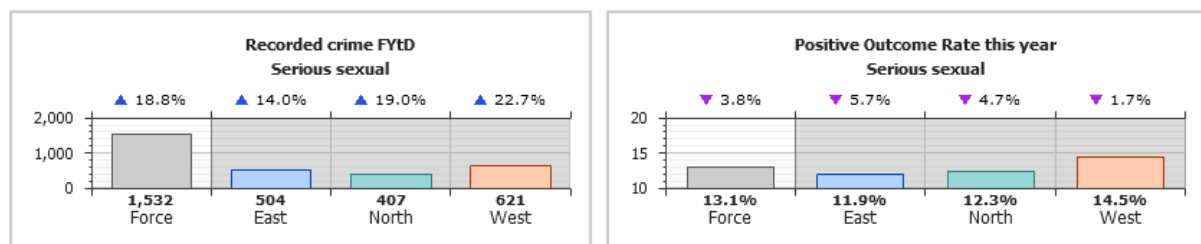


FYtD to 5 March 2018

High harm offences are comprised of the following types of crime: Serious Sexual Offences, domestic related offences involving violence, child abuse offences and hate crime offences.

This FYtD (to 5 March 2018) the force has recorded 11,257 high harm offences, an increase of +18.1% points from the same period last year (9,530 offences). The FYtD positive outcome rate for high harm is 19.8% (2,234 positive outcomes from 11,257 offences), a decrease of -4.4% points from the same period last year (24.2%, 2,307 positive outcomes from 9,530 offences).

### **Serious Sexual Assault**



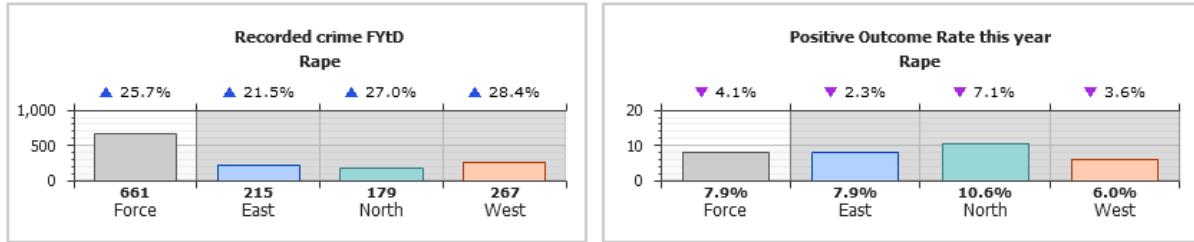
FYtD to 5 March 2018

The force has recorded 1,532 serious sexual crimes this FYtD (to 5 March 2018), an increase of +18.8% points (+242 offences) compared to the same period last year (1,290 offences). However, the FYtD positive outcome rate for serious sexual offences has decreased from 16.9% (218 positive outcomes from 1,290 offences) to 13.1% (200 positive outcomes from 1,532 offences).

### **National Position ▲**

For the 12 months to December 2017 Surrey's national position for Serious Sexual offences remained 3<sup>rd</sup>, with 1.37 offences per thousand population. Surrey's positive outcome rate was 5<sup>th</sup> highest nationally at 15.1%, an increase of 15 places compared to the previous 12 months to December 2016.

**Rape**



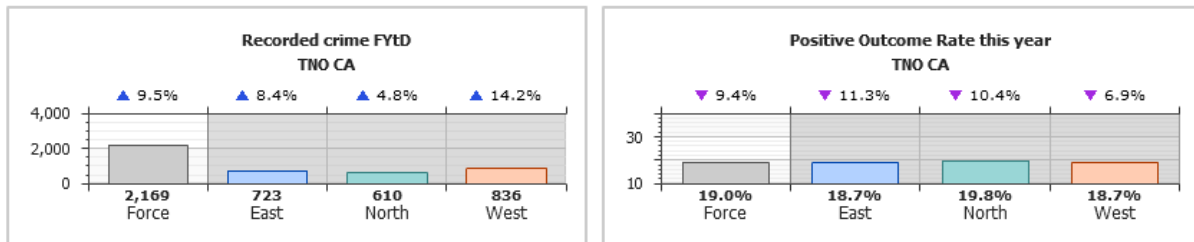
FYtD to 5 March 2018

The force has recorded a +25.7% point increase in rape offences this FYtD (to 5 March 2018) compared to the same period last year (526 up to 661 offences). The FYtD positive outcome rate has decreased from 12.0% (63 positive outcomes from 526 offences, to 7.9% (52 positive outcomes from 661 offences).

**National Position ▲**

For the 12 months to December 2017, Surrey was 2<sup>nd</sup> nationally for rape offences, an increase of one position from the 12 months to December 2016. The national position for rape positive outcomes was 15<sup>th</sup>, an increase of seven places compared to the 12 months to December 2016.

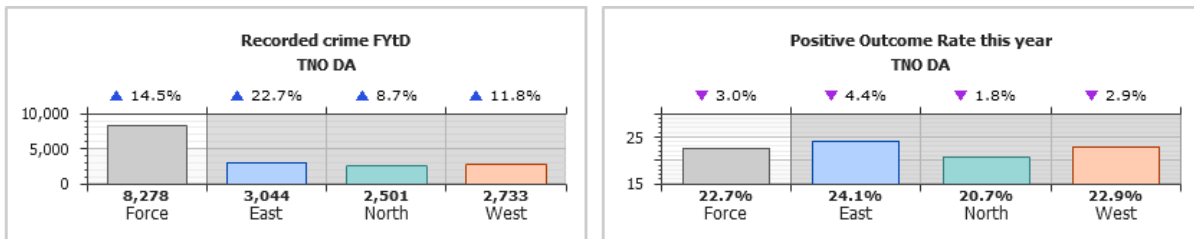
**Child Abuse**



FYtD to 5 March 2018

The force has recorded an increase of +9.5% points for Child Abuse offences this FYtD (to 5 March 2018) compared to the same period last year (1,981 up to 2,169 offences). However, the FYtD positive outcome rate has decreased from 28.4% (563 positive outcomes from 1,981 offences) to 19.0% (412 positive outcomes from 2,169 offences).

**Domestic Abuse**

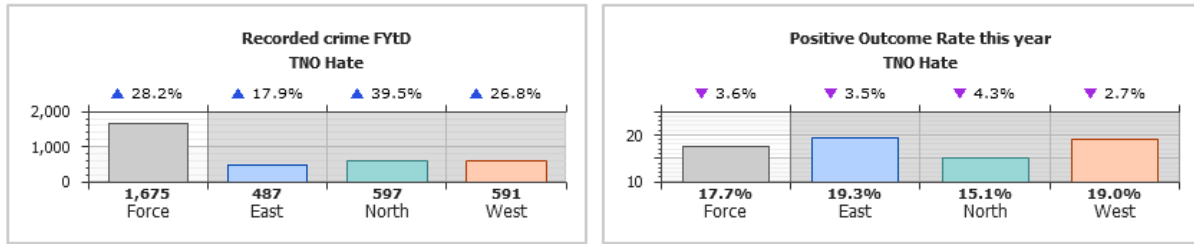


FYtD to 5 March 2018

This FYtD (to 5 March 2018) the force recorded a +14.5% point increase in Domestic Abuse offences (+1051 offences) compared to the same period last year (7,227 up to 8,278 offences). The volume of positive outcomes this FYtD has increased slightly to 1,877 from

1,856 (+21 positive outcomes). However, due to the notable increase in recorded Domestic Abuse offences, the positive outcome rate this FYtD of 22.7% is lower than the rate for the corresponding period last year (25.7%).

**Hate crime**

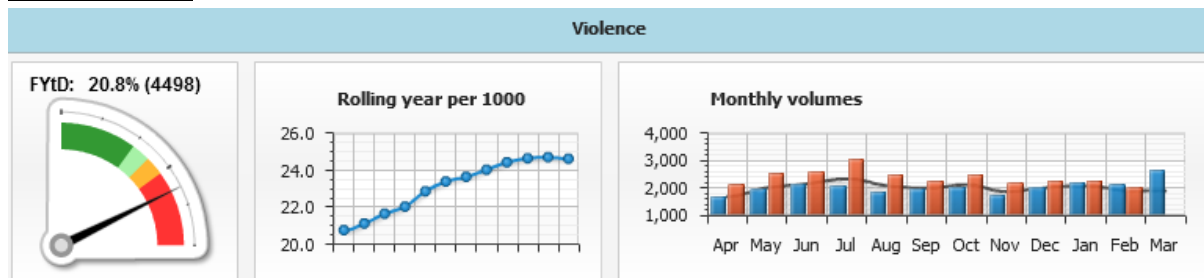


FYtD to 5 March 2018

The force has recorded an increase of +28.2% points in Hate Crime offences this FYtD (to 5 March 2018) compared with the same period last year (1,307 up to 1,675 offences). The positive outcome rate for this FYtD has decreased from the same period last year, however the actual number of positive outcomes achieved has risen as follows:

Last year FYtD: 21.3% rate (278 positive outcomes from 1,307 offences)  
 This FYtD: 17.7% rate (296 positive outcomes from 1,675 offences).

**Violent crime**



FYtD to Feb 2018

This FYtD (to Feb 2018) the force has recorded an increase of +20.8% violent crime offences (with and without injury), with 26,118 offences recorded compared to 21,620 for the same period last year (+4,498 offences). Violence without injury offences have increased by +22.8% points (+3,636 offences), with notable increases for Assault without injury (+1,858, +30.3% points), and Public fear, alarm or distress (+593 offences, +12.5% points). Violence with injury offences have increased by +15.1% points (+862 offences), with a notable increase for Assault with injury (+697 offences, +12.6% points).

The volume of positive outcomes for violent crime offences (with and without injury) this FYtD has increased slightly compared with the same period last year from 4,689 to 4,731 (+42 positive outcomes). However, due to the notable increases in violent crime offences this FYtD the positive outcome rates are lower than for the same period last year.

**Violence with injury**

Last year FYtD: 28.4% rate (1,619 positive outcomes from 5,701 offences)  
 This FYtD: 25.1% rate (1,649 positive outcomes from 6,563 offences)

Violence without injury

Last year FYtD: 19.3% rate (3,070 positive outcomes from 15,919 offences)

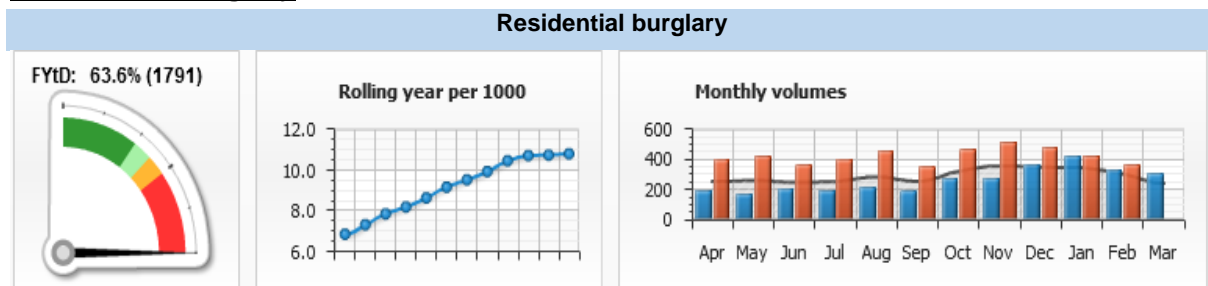
This FYtD: 15.8% rate (3,082 positive outcomes from 19,555 offences)

**National position ▲**

For the 12 months to December 2017, Surrey’s national position for Violence with injury was 6<sup>th</sup> at 6.05 offences per 1000 population, a reduction of three places compared to 12 months to December 2016. Surrey position for Violence without injury was 23<sup>rd</sup> with 18.03 offences per 1000 population (same position as 12 months to December 2016)

Surrey’s positive outcome rates have improved seven places to 13<sup>th</sup> for Violence with injury at 25.5%, and two places to 25<sup>th</sup> position for Violence without injury at 16.0%, when compared to 12 months to December 2016.

**Residential Burglary**



FYtD to Feb 2018

The force recorded a +63.6% increase in ‘Domestic’ Burglary offences this FYtD (to Feb 2017). However, the Home Office Crime Recording (HOCR) counting rules changed from April 1<sup>st</sup> 2017 and this category, now referred to as ‘Residential’ Burglary, includes both burglaries to domestic dwellings and offences such as shed breaks and similar. This means that figures for last year and this cannot be directly compared.

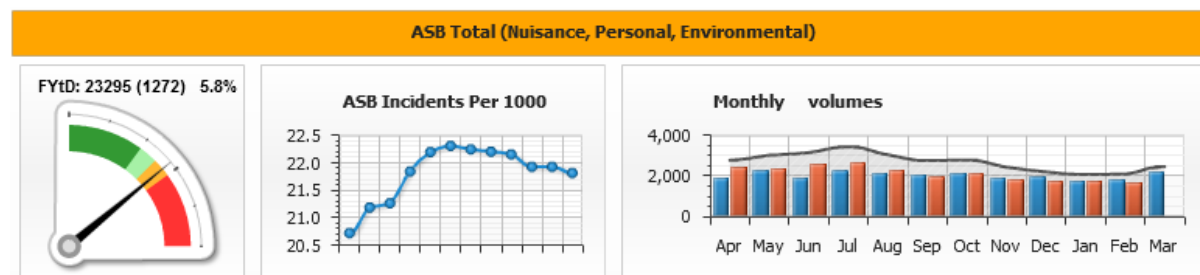
The volume of positive outcomes also increased (206 up to 275, +33.5%), with similar positive outcome rates this FYtD and for the same period last year (6.0% and 7.3% respectively).

Residential burglary statistics will be directly comparable with results from this financial year in the 2018/19 financial year.

**National position for Total Burglary**

For the 12 months to December 2017, the volume of Total burglary offences was 5.83 offences per thousand population, relating to a decrease of 5 places to 13<sup>th</sup> position compared to the 12 months to September 2016. Surrey’s positive outcome rate improved seven places to 30<sup>th</sup> position at 6.2% when compared with the 12 months to December 2016.

## Anti-Social Behaviour (ASB)



FYtD to Feb 2018

The force recorded an increase of +5.8% more ASB incidents this FYtD (to Feb 2018) compared to the same period last year (+1,272 incidents). Notable increases in volume have been seen for Nuisance (+648 incidents, +4.4%) and Environmental (+561 incidents, +20.9%) ASB. In particular:

- ASB 15: Vehicle nuisance / inappropriate use (Nuisance), +603 incidents (+12.3%)
- ASB01: Abandoned vehicle (Environmental), +370 incidents, (+19.8%)
- ASB09: Littering / drugs paraphernalia (Environmental), +224 incident (+45.3%)

(Source: Portal D22, FYtD 4 March 2018)

Joint Neighbourhood Survey results for the FYtD to December 2017 show that 77.7% of respondents agreed that Surrey police are dealing with anti-social behaviour and crime issues that matter in their area. This is an increase on the previous year end (+1.8% points).

## 2. Supporting Victims

Aim	Measures by	2016/17 Performance	Current performance
<b>For Surrey Police to be rated 'good' (or better) at protecting vulnerable people</b>	HMIC grade for protecting vulnerable people from PEEL Effectiveness Inspection	Good (Autumn 2016)	Inspected November 2017 Results to be published 22 March 2018

Aim	Measures by	Year End 2016/17	Previous Apr-Jan 2016/17	FYtD Apr-Jan 2017/18
<b>For victims to be satisfied with the level of service they receive from Surrey Police</b>	% of victims of crime surveyed satisfied with police service (aggregate of 2 crime types)	80.8% (1245)	80.1% (1021)	79.9% (1296)

Source: Victim Satisfaction Survey

## Victim Satisfaction

The table below compares victim satisfaction performance this FYtD (to Jan 2018) with the 2016/17 year end.

### **Overall Satisfaction (crime)**

	<b>Year End 2016/17</b>	<b>Previous Apr-Jan 2016/17</b>	<b>FYtD Apr-Jan 2017/18</b>	<b>% point change between YE and FYtD 2017/18</b>
<b>*Overall crime satisfaction</b>	80.8% (1245)	80.1% (1021)	79.9% (1296)	-0.9%
<b>Burglary</b>	86.7% (649)	86.6% (507)	85.1% (629)	-1.6%
<b>Violent</b>	74.3% (596)	73.7% (514)	75.1% (667)	+0.8%

\*Aggregate of Burglary and Violent crime group results.

Overall satisfaction this FYtD (to Jan 2018) is 79.9%, which is -0.9% points lower than the previous year end result of 80.8%. This was influenced by low overall satisfaction recorded for July 2017. However satisfaction levels have been recovering since, with results for the past two months both over 83%.

Satisfaction with ease of contact this FYtD (to Jan 2018) remains high at 94.3%, and is higher than the previous year end result of 92.8% (+1.5% points). Satisfaction with actions taken is also higher this FYtD than the previous year end at 77.9% (+1.8% points).

However, at 70.8% satisfaction with being kept informed is -3.5% points lower this FYtD (to Jan 2018) than the previous year end. Kept informed satisfaction was notably low in July and whilst improving since then, has not achieved the levels seen in the first quarter of the financial year. Dedicated work is in progress internally to improve contact and communication with victims of crime (See 'Work in progress to improve victim satisfaction' overleaf, in particular the training video on delivering difficult messages).

Burglary overall satisfaction this FYtD (to Jan 2018) is 85.1%, which is -1.6% points lower than the previous year end result (86.7%). This was influenced by low satisfaction recorded for July. However burglary satisfaction levels have been recovering since July, with satisfaction for December and January both over 90%.

Violent crime overall satisfaction this FYtD (to Jan 2018) is 75.1%, which is +0.8% points higher than the previous year end (74.3%).

## Victims Code Compliance

Overall compliance with the Victims' Code of Practice increased from 44.3% (May to July 2017) to 74.5% (Sept to Nov 2017). This has largely been maintained in the period Nov 2017 to Jan 2018 at 72.7%.

The significant increases in compliance seen across all areas audited have been maintained. Compliance during November to January for each individual requirement was as follows: First Contact (FiCon) Compliance: 90.9%, Contact Contract Set: 85.6%, Contact Contract Compliant: 90.4%, Prime Events Compliant: 93.3% and Written Acknowledgement Provided: 86.7%.

Work in progress to improve victim satisfaction includes:

- Training continues for staff around NICHE and Victim Contact delivered by the Customer Service Policy Officer. This includes training the Roads Policing department from January-February and training for those seeking promotion on East Surrey
- North Surrey continue to dedicate resource from their Performance team to support VCOP auditing to target, monitor and address under performance
- North Surrey also deliver local training on division as and where needed
- East Surrey have dedicated two light duties officers and resource from their Performance team to replicate the North Surrey model of auditing to target, monitor and address under performance
- West Surrey have dedicated 2 temporary sergeants to replicate the North Surrey model of auditing to target, monitor and address under performance
- ACC Kemp continues to chair the Volume Crime Improvement Board to maintain governance and accountability for victim satisfaction and VCOP compliance
- A training video around delivering difficult messages is due to be rolled out imminently, this forms part of the second phase of a communications campaign
- Dedicated training has been provided upon request to the supervisors Away day for East Surrey and for a number of specific individuals where lack of knowledge and compliance has been identified
- Reviewing dissatisfied comments from the free text obtained as part of the user satisfaction surveys and addressing poor victim care with officers directly
- Clear escalation process has been put in place to address non-compliance, escalating from direct line manager intervention to SMT intervention. In addition consequences have been introduced e.g. compliance against victim contact is now considered when applications are made for courses, transfer requests or promotion opportunities
- Thank you letters sent from ACC to Kemp to consistently good performers
- Dedicated blog on victim care from ACC Kemp
- The Surrey Awards and Ceremonies team will be amending the guidance relating to award nominations and good work recognition. This will highlight that victim care is a key area which could merit an award and should be considered as part of the nomination process.

**Anti-social Behaviour**

	<b>Year End 2016/17</b>	<b>Previous Apr-Jan 2016/17</b>	<b>FYtD Apr-Jan 2017/18</b>	<b>% point change between YE and FYtD</b>
Anti-social behaviour (ASB) victim satisfaction	70.3% (2594)	69.6% (2243)	72.9% (2496)	+2.6%

Source: Anti-social behaviour Satisfaction Survey

Overall satisfaction of anti-social behaviour victims this FYtD (to Jan 2018) is 72.9% which is higher than both the previous year end (+2.6% points) and the same period last year (+3.3% points). In addition, all satisfaction indicators are higher to results for the previous year end. Satisfaction with time taken shows the largest increase of +4.6% points to 82.7%, followed by satisfaction with kept informed (+2.0% points to 52.6%) and ease of contact (+1.8% points to 90.3%).

Furthermore, overall satisfaction is higher for both Grade 1-3 callers at 76.2% (+4.0% points) and Grade 4 callers at 70.9% (+1.8% points) than the previous year end results.



Overall satisfaction is higher on West (76.0%, +4.8% points) and East (73.4%, +2.9% points) divisions when compared to the previous year end. Overall satisfaction on North is slightly lower this FYtD than the previous year end (68.4%, -0.6% points)

### 3. Tackling Rural Crime

Aim	Measures by	Current performance FYtD Apr-Jan 2017/18
<b>For police to improve the answering of the 101 non-emergency number</b>	Average time 75% of 101 calls answered within	2 minutes 10 seconds <i>(from 75% of 259,931 calls)</i>
	Average time 95% of 101 calls answered within	9 minutes <i>(from 95% of 259,931 calls)</i>

Note: A full year of data (2017/18) will be available to provide comparisons with the new FYtD 2018/19 results, in the next Public Progress Report.

Aim	Measures by	Year End 2016/17	Previous Apr-Dec 2016/17	FYtD Apr-Dec 2017/18
<b>For communities to feel that police deal effectively with their local issues</b>	% people who feel the police tackle local issues	84.4% (5752)	84.3% (4321)	85.4% (4395)*

Source: Joint Neighbourhood Survey

\*Results for Quarters 1-3, 2017/18

### Call Handling and Deployment

#### 999 Performance

999 call handling performance remains strong and is always given priority. In January 2018 75% of 999 calls were answered within 2 seconds and 95% of calls within 6 seconds. This compares with 75% of 999 calls answered within 2 seconds and 95% of calls within 4 seconds in January 2017.

Current FYTD (to Jan 2018) 999 performance shows that 75% of 117,455 999 calls were answered within 2 seconds and 95% of calls within 12 seconds. The average wait time for a 999 caller was 3 seconds. Due to this performance measure only being adopted in November 2016, data is not available to compare against previous financial years.

#### 101 Performance

101 call handling performance does see a greater degree of variation than 999 performance mainly due to a number of factors including continued prioritisation of 999 emergency calls over 101 calls, and the greater volume of calls we see during the summer months or following a significant incident.

In January 2018 75% of 101 calls were answered within 1minute 10 seconds and 95% of call within 7 minutes. This compares with 75% of 101 calls answered within 20 seconds and 95% of calls within 4 minutes 30 seconds in January 2017.

Current FYTD (to Jan 2018) 101 performance shows that 75% of 259,931 101 calls were answered within 2 minutes 10 seconds and 95% of calls within 9 minutes. The average wait time for a 101 caller was 1 minutes 54 seconds. Due to this performance measure only being adopted in November 2016 data is not available to compare against previous financial years.

OFFICIAL – Internal / External circulation

A comparison of the overall abandonment rate for 101 calls is shown in the table below for the FY year end 2016/17 compared with FYtD to Feb 2017/18. It should be noted we would expect a % of 101 calls to abandon as callers are signposted to alternative, and more convenient communication channels such as online reporting via automated messaging first played when they call 101.

**101 abandonment rate (%)**

Month	April %	May %	Jun %	July %	Aug %	Sep %	Oct %	Nov %	Dec %	Jan %	Feb %	Mar %	YE / FYTD
<b>2016/17</b>	25.1	27.4	29.5	40.7	34.5	23.9	20.3	10.1	5.7	6.3	6.3	6.7	20.6
<b>2017/18</b>	7.9	11.7	14.7	16.0	19.1	22.3	22.4	18.7	14.0	10.3	12.2		15.5

Comparing the FYtD (to Jan 2018) with the previous year end, there has been improvement in the overall abandonment rate for 101 calls, however more recently this performance has dropped. The total abandonment rate for calls in January 2018 was 10.3% with 2,524 calls out of 24,396 calls abandoned. This compares with 6.3% in January 2017 when 1,642 out of 26,256 calls were abandoned.

There have been some challenges in maintaining 101 call performance, mainly due to the high turnover of staff within the contact centre and increased staff vacancy rates. The Head of Contact and Deployment is currently working on a plan to improve staff recruitment and retention.

Although call volumes have decreased slightly other demand coming into the contact centre has increased. 101 calls make up only half of the demand that is currently being serviced by the Contact Centre. The other half of the demand comes from 999 calls and the non-telephony demand (which is made up of Emails, Direct Officer Input updates that still require checking by the Call handlers and On-line Crime reporting). The below table illustrates total demand coming into the contact centre from August 2017 to December 2017.

	Telephony 999	Telephony 101	Non telephony	Total contacts
August	11450	25011	14187	50648
September	10796	21718	13719	46233
October	11911	20302	14967	47180
November	10285	21458	13730	45473
December	10732	21330	12339	44401

Historically performance reporting has just focused on call handling demand, future reports will included non-telephony demand levels to give an improved view of Contact Centre performance.

#### 4. Making our Town Centres Safe

Aim	Measures by	Year End 2016/17	Previous Apr- Dec 2016/17	FYtD Apr- Dec 2017/18*
<b>For people to feel safer in Surrey's towns</b>	% residents who say they feel safe walking alone after dark	86.9% (6552)	87.0% (4921)	84.3% (4903)

Source: Joint Neighbourhood Survey \*Results for Quarters 1-3, 2017/18

#### Public Confidence

	Year End 2016/17	Previous Apr-Dec 2016/17	FYtD Apr- Dec 2016/17*	% point change between YE and FYtD
Public confidence in neighbourhood police (% Very / Fairly confident)	89.0% (6514)	89.0% (4882)	90.2% (4870)	+1.2%

Source: Joint Neighbourhood Survey, \*Results for Quarters 1-3, 2017/18

Public confidence in neighbourhood police remains high this FYtD (to Dec 2017) at 90.2% and is +1.2% points higher than the previous year end result. Public confidence did reduce in the latest quarter 3 (Oct to Dec 2017) to 88.5%, however this is consistent with the level recorded for quarter 3 the previous year. Public confidence results for all three divisions this FYtD are higher than the previous year end.

Confidence levels this FYtD remain higher or consistent with the previous year end results. In particular confidence that the police would treat everyone fairly (93.8%) and respond quickly to 999 calls (86.1%) are both higher by +1.4% points than the previous year end.

Under half of respondents (44.6%) this FYtD (to Dec 2017) agreed that the police in their neighbourhood are seen in the places and at times they are needed, however this does represent a statistically significant increase from both the previous year end (40.4%, +4.2% points) and the same period last year (41.2%, +3.4% points)

**National Position:** For the 12 months up to September 2017, the Crime Survey for England and Wales placed Surrey 4<sup>th</sup> highest for public confidence (SPI 2.3). The percentage difference between 4<sup>th</sup> and 3<sup>rd</sup> position is 1.2% points.

#### 5. Tackling the Threat of Terrorism

Aim	Measures by	2016/17 Performance	Current performance
<b>To ensure a robust plan remains in place and is kept updated and properly funded to prevent and defeat terrorist activities in Surrey</b>	For plans in place and updated to satisfaction of PCC	Not applicable	PCC currently content with plans in place – although to be kept under review

Surrey Police continues to play an integral part in the delivery of the UK Government's counter terrorism strategy (CONTEST) across the County. In April 2017 Prevent became a regional unit alongside all areas of Counter Terrorism policing in the South East region. It now falls under the umbrella of Counter Terrorism Policing South East (CTPSE) which was previously the South East Counter Terrorism Unit (SECTU). CTPSE Prevent is in turn guided by the Prevent team at the National Counter Terrorism Police Headquarters and a national tactical plan was released in 2017. This identified key deliverables for the police

following the clearly identified Roles of the Police outlined within the Counter Terrorism and Security Act 2015.

Surrey Police Prevent continues to support statutory partner agencies in embedding the Prevent Duty element of the Counter Terrorism and Security Act 2015. This is driven through the County wide, multi-agency Prevent executive board at which Surrey Police remains a key member. This group is responsible for reviewing Prevent activity, embedding legislative requirements, information sharing and ensuring the County meets national expectations in relation to Prevent.

Surrey Police maintains a Prevent Action plan which ensures Police delivery sits in line with requirements outlined in the Prevent duty and the national Prevent service deliverables. The plan has been updated during this period and supports the overarching Prevent plan overseen by Surrey County Council.

The Channel process in Surrey is maintained by Surrey County Council and Surrey Police remain a key agency as detailed by Home Office guidance.

The Counter Terrorism local profile is produced annually and is a Police requirement outlined in the national Prevent duty legislation. This document assesses risk, threat and vulnerability in relation to extremism and terrorism and will be produced during April 2018.

Embedding Prevent within mainstream safeguarding and in particular educating front line practitioners across agencies remains a national priority. Training delivery continues across statutory agencies in Surrey including Surrey Police. This is overseen by the county wide Prevent board and coordinated by Prevent leads within each agency.

## 6. Making Every Pound Count

Aim	Measures by	2016/17 Performance	Current performance
To improve the percentage of budget spent on front-line policing	% of force budget spent on front-line policing	69.8% (HMIC 2016)	69.9% (HMIC 2017)

As a result of a changing financial position all recruitment plans for 2018/2019 have been reviewed. Whilst the force will continue to make internal promotions and recruit transferees on level transfer and promotion to fill specific capacity and capability requirements, the number of Police Probationer intakes has been reduced for this financial year. The force has a good pipeline of applicants and will continue to progress them through the recruitment process. This is to ensure the force requirements can be met in the autumn, when the next intake is currently scheduled. The force is currently 52 FTE over established (31/12/17) for officer establishment.

Having seen an increase in turnover last year, the average rate has returned back to normal levels and the force can now plan for an officer turnover of 12 FTE per month (31/12/2017).

The force continues to have a capability gap with Detective Constables, this is a national theme which is projected to last throughout 2018/2019. Surrey continues to develop officers converting PCs to DCs internally and recruiting DCs on level transfer from other forces. Most officer vacancies are currently seen in inspector and sergeant ranks. This is expected as a natural consequence of internal promotion at higher ranks and projected retirements. Promotion processes for these ranks will be running shortly.

A new intake of PCSOs commenced in January 2018 and recruitment is underway for another cohort in the summer.

All staff vacancies are currently reviewed by a panel to ensure that prior to recruitment the role is considered for redeployment opportunities for those vulnerable to redundancy and vacancy rates are being managed within department's budgets to ensure the best use of funds.

### **Collaboration**

Surrey Police continues to undertake significant change activity through the 'Policing Together' programme with Sussex, and with other forces in the South-East region, in order to meet the financial challenges, increase resilience and improve service delivery. Some of the key areas of work and/or recent progress are described below.

Good progress continues to be made on the Specialist Crime Capabilities Programme and the new operating model both delivers savings and provides opportunities for wider collaboration within the region in the future. Implementation of the fully collaborated Investigations and Intelligence functions is currently underway. The final stage of the programme comprises Crime Review, Crime Support, Investigations Admin and Typists, and Surveillance. The majority of the detailed design for this phase is expected to be complete by the end of May 2018.

The detailed design of the new operating model for Operations command has been agreed and implementation planning is now underway. This will provide further savings and interoperability, whilst maintaining resilience and providing an effective service to the public of both forces.

In January 2018 the business case was approved to a single Change Delivery function for Surrey and Sussex, which will provide the following capabilities:

- Integrated planning and design capability
- A single cross-force PMO
- Business Change expertise.

This will ensure that the Forces are well positioned to be able to deliver their change strategies both individually, bilaterally and within the region and implementation planning is currently underway with an anticipated go-live in July 2018.

The Digital Enablement Programme continues to coordinate work on five key priorities Mobile Data, Niche, Public Facing Digital Services (PFDS: Community Messaging, Online Crime Reporting and Track My Crime), Body Worn Video (BWV) and the Joint Intranet, with the following key progress updates:

- Mobile Data – the new Samsung Note 8 devices have been rolled out across both forces
- Niche – the Niche upgrade is scheduled for July 2018
- Body Worn Video (BWV): the standalone interim Body Worn Video solution has now been implemented across both forces with further work ongoing to implement a networked 'roaming' solution.

Work continues to deliver the Surrey and Sussex Joint Information Technology Strategic Plan which has been developed to consolidate the delivery of IT services across both forces and establish a future-focussed IT organisation. The strategy aims to steer the direction of

national police IT capabilities and adopt those first, regional opportunities second and deliver a local solution as a last resort.

The South Eastern Regional Integrated Policing programme (SERIP) presented the SERIP Regional Collaboration Ambition to PCCs and CCs for consideration in December 2017. Five programmes of work were identified which will lay the foundations for further regional integration. These are:

- A regional contact management platform (CMP) to allow the forces to use the same contact tools and processes
- Implementation of the tri-force ERP
- Delivering a single instance of Niche
- Digital Evidence Management System (DEMS) implementation
- Alignment of mobile platforms across the four forces.

Between April 2011 and March 2017, Surrey saved £7.3M\* through collaboration with Sussex. A further £4.5\* of Surrey savings is anticipated to be delivered through collaborated Policing Together between April 2017 and March 2020, the majority of which will be delivered by Support Services, Specialist Crime and Operations. \*Please note that the savings figures represent in-year budget reductions, which once delivered, recur year-on-year. The timescales for the delivered savings and the forecast savings have been updated in-line with the new financial year.

The table below shows the planned savings by portfolio and by year.

<b>Collaborated Saves by Portfolio £M</b>	<b>2017/18</b>	<b>2018/19</b>	<b>2019/20</b>	<b>2020/21</b>
Support Services (People Services, Finance and ICT)	0.4	0.3	0.0	0.0
Corporate Services Review	0.0	0.0	0.0	0.0
Specialist Crime	0.7	1.3	0.1	0.0
Operations	0.9	0.5	0.3	0.0
Contact & Deployment	0.0	0.0	0.0	0.0
<b>Total Saves Through Collaboration</b>	<b>2.0</b>	<b>2.1</b>	<b>0.4</b>	<b>0.0</b>
Surrey In Force Saves	3.8	4.1	0.1	0.1
<b>Total Saves*</b>	<b>5.8</b>	<b>6.2</b>	<b>0.5</b>	<b>0.1</b>
Savings Target	5.5	5.3	0.3	4.5
<b>Cumulative Surplus (Shortfall)</b>	<b>0.3</b>	<b>1.2</b>	<b>1.4</b>	<b>(3.0)</b>

### **Estates Strategy**

A strategic business case to replace a number of out-dated and costly buildings with modern, fit for purpose estate was approved last year. Sites identified for disposal include the Mount Browne HQ, Woking PS and Reigate PS and a number of potential future estate model options have been under review. The Police and Crime Commissioner and the Chief Officer Group have now approved a recommendation for replacement of these sites with a new combined HQ and East Division hub. Property agents have been tasked to search for a development site suitable for a new-build scheme, situated in the Leatherhead and Dorking areas. Depending on location the site may also provide a central hub for Roads Policing and

Armed Response teams, freeing further sites for disposal. A central HQ location will ensure specialist teams are able to respond effectively to county-wide demand and that the force is well placed to maximise opportunities emerging as a result of increased collaboration with partner forces across the South East. Consolidating a number of sites into a single new one is cost-effective and will maximise savings in estate running costs. Rationalisation of the estate will be underpinned by widespread rollout of modern, agile working practices supported by appropriate technology. Works are now underway to facilitate agile working pilots across a range of operational and support functions with the first phase pilots due to go live in May.

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**Recommendation(s)/Future Activity:** The Police and Crime Commissioner is asked to note the contents.

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**Risks:** Performance risks are addressed through the Crime Performance Board chaired by the Deputy Chief Constable.

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**Attachments/ Background Papers:** N/A

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**Contact details -**

**Name:** Yvonne Ferguson  
**Job Title:** Research Officer  
**Telephone number:** 101  
**Email address:** strategicplanning@surrey.pnn.police.uk