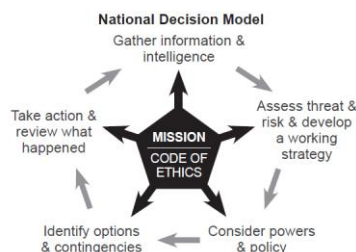




**\*\*\*Progress against the Police and Crime Plan\*\*\***

<b>Required for:</b>	OPCC Performance Meeting February 2020
<b>Security Classification:</b>	<b>Official</b>
<b>Handling information if required:</b>	Not applicable
<b>Suitable for publication:</b>	Yes
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<b>Version:</b>	1
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<b>Date created:</b>	16 <sup>th</sup> January 2020
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**What are the Policing Principles?**

- |                |                                     |            |                                     |              |                                     |
|----------------|-------------------------------------|------------|-------------------------------------|--------------|-------------------------------------|
| Accountability | <input checked="" type="checkbox"/> | Fairness   | <input checked="" type="checkbox"/> | Honesty      | <input checked="" type="checkbox"/> |
| Integrity      | <input checked="" type="checkbox"/> | Leadership | <input checked="" type="checkbox"/> | Objectivity  | <input checked="" type="checkbox"/> |
| Openness       | <input checked="" type="checkbox"/> | Respect    | <input checked="" type="checkbox"/> | Selflessness | <input checked="" type="checkbox"/> |

## PART ONE

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

**Date: 16<sup>th</sup> January 2020**

**By: Strategic Planning**

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

**Purpose of Report:** The purpose of this paper is to provide an update for the Police and Crime Commissioner for Surrey regarding Surrey Police performance against the PCC's Police and Crime Plan.

### 1. Tackling Crime and Keeping Surrey Safe

#### Force Recorded Crime and Positive Outcomes:

##### **Force: Volume of Recorded Crime**

The volume of recorded crime is the total notifiable offences recorded within Surrey as defined by the Home Office Counting Rules (HOCR).

Over recent years there has been a national increase in recorded crime, with the latest Office of National Statistics (ONS) data to June 2019 showing that crime increased nationally by 5.9% year on year. Surrey Police recorded a 5.2% increase in the 12 months to June 2019 with the South East region recording a 3.4% increase. Surrey Police has worked hard to increase the public's trust and confidence in the force and, as a result, we are now seeing greater willingness to report crime types that have been significantly under-reported in the past; for example hate crime, domestic abuse and non-recent sexual abuse.

The latest ONS figures show Surrey has the 7<sup>th</sup> lowest crime rate (64.4 per 1000 population) across England and Wales, and Surrey continues to have the lowest crime rate in the south-east region. Considering how attractive Surrey is to travelling criminality; with the MPS to the north, and excellent road links across the South East, the continuing position as having the lowest crime rate in the region is significant.

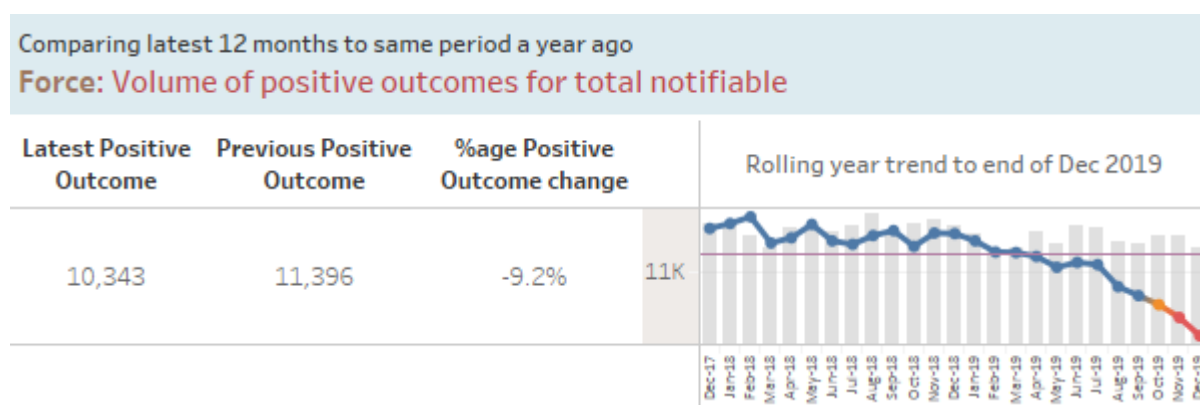
For the 12 months to December 2019 the volume of notifiable offences recorded was 76,694 which is a slight increase (+2.1%) from the 12 months to December 2018 (75,146).



## Force: Volume of Positive Outcomes

Home Office Counting Rules requires all notifiable offences to have an outcome. For Surrey Police, a 'positive' outcome is a notifiable offence with either a charge; caution; penalty notice; drug warning; community resolution or TIC (taken into consideration).

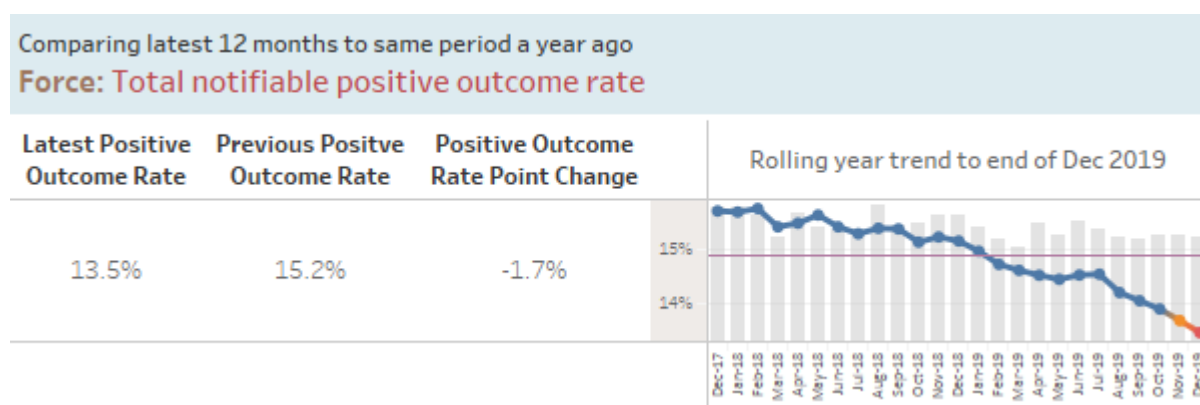
For the 12 months to December 2019 the volume of positive outcomes for notifiable offences recorded was 10,343 which is down 9.2% compared to the 12 months to December 2018 (11,396). This low volume over the last 12 months is statistically significant compared to values over the last two years, and continues to be the focus of Force Performance Boards and the Heads of Crime Investigative Improvement Plan.



## Force: Positive Outcome Rate

Positive outcome rates are calculated using the volume of positive outcomes in a given period divided by the volume of crimes in the same period.

For the 12 months to December 2019 the positive outcome rate for notifiable offences was 13.5% which is showing a drop of 1.7 percentage points compared to the 12 months to December 2018 (15.2%) (NB: percentage values have been rounded up and down to the first decimal place). Again, this has been the focus of Force Performance Boards and the Heads of Crime investigative Improvement Plan.



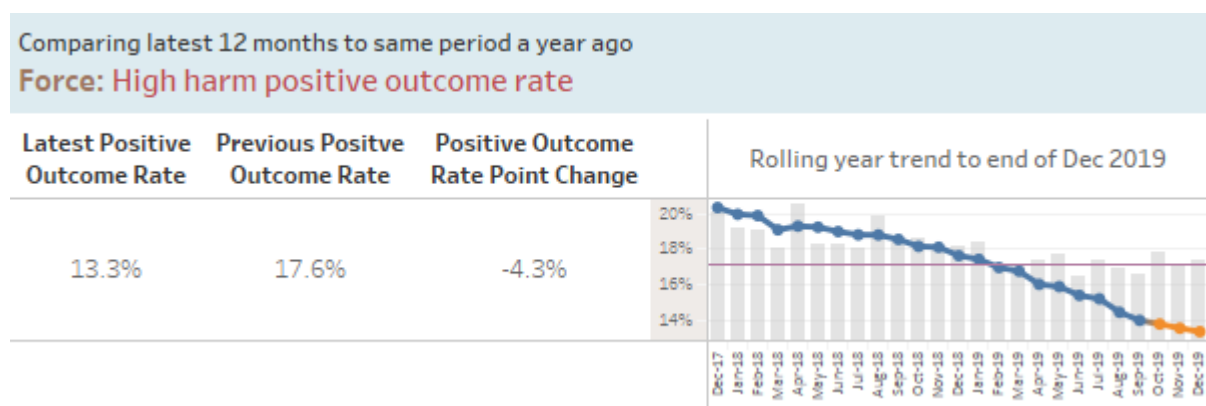
## Force: High harm positive outcome rate

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

For the 12 months to December 2019 the positive outcome rate for high harm offences was 13.3% which is down -4.3 percentage points compared to the 12 months to December 2018 (17.6%).

The continued decline in positive outcome rate for rape and serious sexual offences (RASSO) – [which is an element of high harm offences] has been the focus of several Force Performance Boards since April 2019. The volume of serious sexual offences is increasing as is their complexity, partly due to changes to disclosure, with charging decisions taking longer and being more difficult to acquire. The force has delivered disclosure training to all staff, and continues to work with the Crown Prosecution Service to address the issues.

Force Performance Board in September 2019 as well as looking at serious sexual offences also focused on domestic abuse recorded as violence with injury offences (which also forms part of the high harm category). Analysis highlighted that volumes of ‘charge’ & ‘caution’ outcomes had reduced over the last three years with increased use of outcome 15 (police evidential difficulties) and outcome 16 (victim/witness declines or withdraws support). It was identified that a significant reason for this shift in recorded outcomes was an increase in third-party reporting, via statutory agencies, of crimes that the victim did not wish to support. This increase in reporting is positive, as it improves the force’s understanding of the full scale and nature of the issue. In such cases, however, a careful balance must be struck between making repeated contact to support and encourage a victim and respecting their privacy and wish not to proceed.

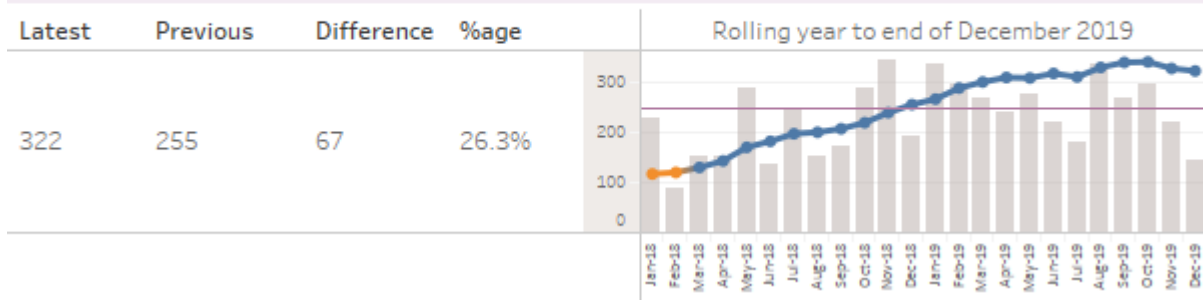


### **Problem Solving Occurrences**

The 12 months to December 2019 show the volume of problem solving occurrences recorded as 322 which is up +26.3% compared to the 12 months to December 2018 (255). Volumes continue to increase as the force continues to embed a problem-solving ethos across the organisation, and improvements are made to accurately record these occurrences.

Problem solving was the focus of Force Performance Board in September 2019. Analysis broke the volumes down into boroughs and provided details on volumes still active and timeliness to finalisation in order to determine whether there was any correlation to public confidence. The results showed there was no correlation. Further analysis will continue with the formation of the dedicated Problem-Solving Team, including the recruitment of problem-solving advisors and a dedicated analyst.

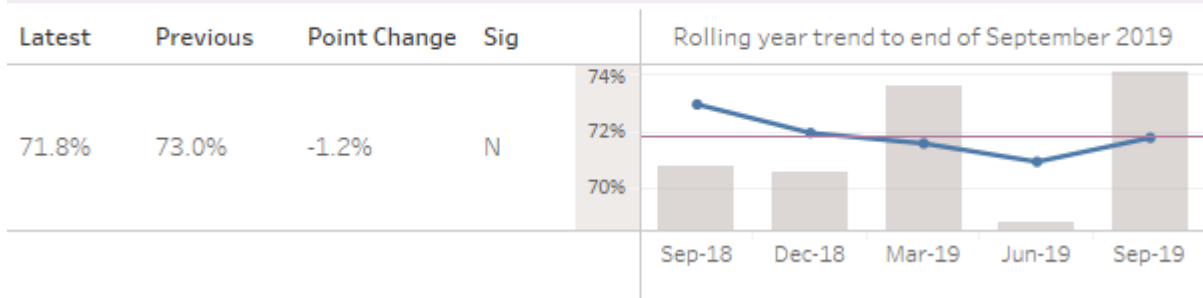
Comparing latest 12 months to same period a year ago  
**Force: "Problem solving" occurrences created**



**Dealing with ASB and Crime**

Joint Neighbourhood Survey results for the 12 months to September 2019 shows that 71.8% of respondents agreed that Surrey Police are dealing with anti-social behaviour and crime issues that matter in their area. This is a decrease on the previous year (-1.2% points), although the latest quarter (Jul-Sep 2019) results show a very positive increase of +5.3% points to 74.1%.

Joint Neighbourhood Survey - comparing latest 12 months against a year ago  
**Force: Q32B - The Police are dealing with ASB and Crime**

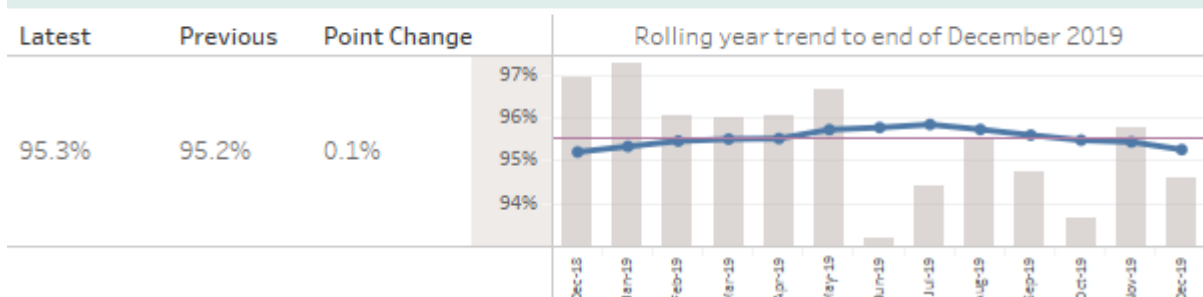


**Call Handling and Deployment**

**Force: Calls for Service Performance**

999 call handling performance remains strong and is always given priority. Data for the latest 12 months to December 2019 shows 95.3% of calls are answered within target, which is comparable to the 12 months to December 2018. This is an excellent result, as call volumes have increased and staffing efficiencies have been made within the department.

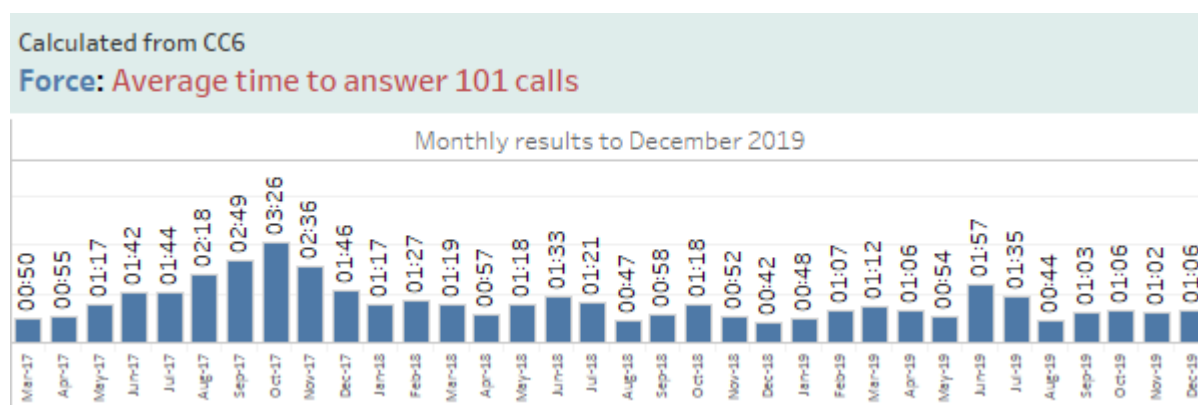
Calculated from CC6 comparing latest 12 month to same period a year ago  
**Force: Calls for Service Performance**



## Force: Average time to answer 101 calls

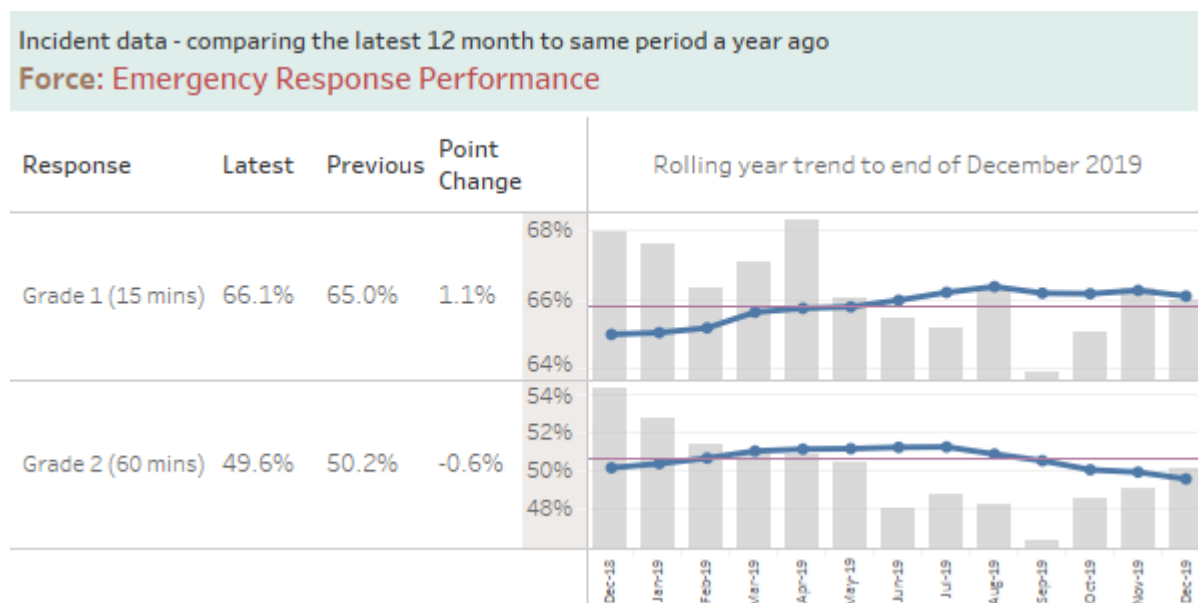
101 call handling performance sees a greater degree of variation than 999 performance mainly due to a number of factors including continued prioritisation of 999 emergency calls over 101 calls, and the greater volume of calls we see during the summer months or following a significant incident. Nonetheless, overall performance remains good, with significant improvements over the last two years.

Average time to answer 101 calls has increased slightly on last month the average time to answer a call in December 2019 was 1:06, which is 4 seconds longer than the previous month, although significantly longer than the 0:42 record for December 2018.



## Force: Emergency Response Performance

Grade 1 & 2 response performance is measured as the percentage of incidents attended within 15 minutes and 60 minutes respectively. The latest 12 months to December 2019 shows grade 1s attended in target has increased 1.1%pts compared to the 12 months to December 2018. Grade 2 is showing a slight reduction in the latest 12 months; down 0.6%pts compared to previous year. This is an issue experienced by many forces, as the actions required of officers at incidents become more complex, taking more time per incident.



## Counter Terrorism (CT)

Surrey continues to work closely with all Forces in the South East region to standardise Prevent working practices, capture best practice, share information and intelligence and ensure that those vulnerable to radicalisation are identified and appropriately supported.

Significant projects include scoping and developing jointly with Sussex Police a mobile Prevent application for front line officers to access the latest practitioner advice to improve the identification and subsequent management of risk. Due to the complexity of ideology it is critical that officers are aware of all emerging threats and are able to correctly identify individuals of concerns for intervention and safeguarding.

The Force has launched a reinvigorated and refocused Contest board in partnership with Sussex to ensure holistic oversight and scrutiny in this key area.

## **2. Building Confident Communities**

### **Force: Crime Survey for England and Wales (CSEW) Confidence**

For the 12 months up to June 2019, Surrey Police has dropped to 13<sup>th</sup> place in the Crime Survey for England and Wales for public confidence (down from 7<sup>th</sup> previous quarter). The latest results show a reduction of 3.1 %pts over the last quarter to 77.2%.

Updated quarterley Crime Survey for England and Wales

**Force: CSEW Confidence**

Rolling year trend to end of June 2019

**77.2%** (Down: -3.1%)

National ranking: 13 (previous ranking : 7)

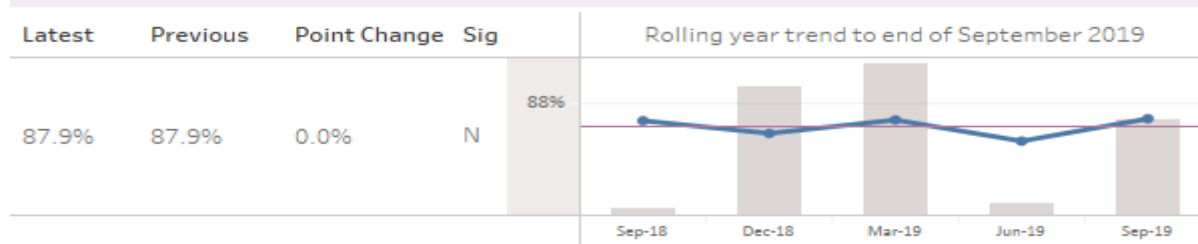
### **Force: Q19 – Confidence in Neighbourhood Police**

Surrey County Council and Surrey Police survey over 6000 residents a year as part of the Joint Neighbourhood Survey (JNS).

In the 12 months to September 2019 those asked, ‘taking everything into account, how confident are you in your neighbourhood police? 87.9% said they were very or fairly confident. This represents no change from the 12 months to September 2018 and broadly mirror the confidence results from the national crime survey for England and Wales highlighted above. Confidence in neighbourhood police for the force has seen an increase this quarter to 87.9% (+0.6% point).

Joint Neighbourhood Survey - comparing latest 12 months against a year ago

**Force: Q19 - Confidence in neighbourhood police**



### 3. Supporting Victims

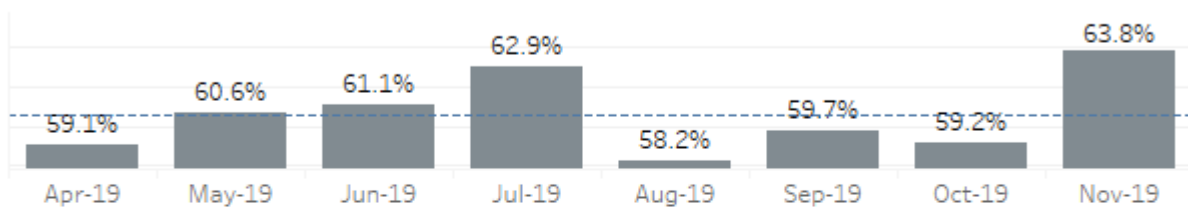
From April 2019 a new methodology was introduced to consult with victims of crime and ASB. Victims are now contacted via 'text message' which brings benefits such as reaching more victims of different crimes, fewer questions resulting in an increased response and greater insight through victims comments. Results are now also received in real time as opposed to the previous lag of 2-3 months between incidents/crimes occurring and results being received.

When presenting the results, although percentages will be shown a customer satisfaction score (CSAT Score) will also be provided. This is based on the satisfaction questions, where respondents are asked to provide a response between 1 - 5 (Dissatisfied to Satisfied) to the satisfaction question they are asked (Initial Contact, Kept Informed, Actions Taken or Treatment).

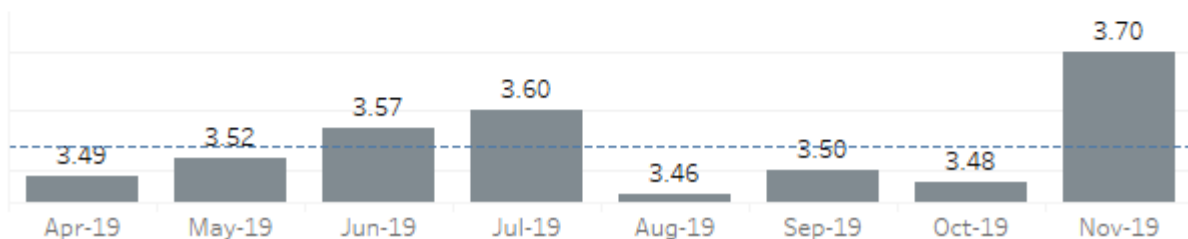
This month the proportion of victims satisfied with the service they were provided has seen a further increase in November to 64%, which is the highest result seen for overall satisfaction to date.

Comparing latest monthly data (*this is a new measure since April 2019*)

#### Force: Main overall satisfaction



#### Force: Main overall satisfaction CSAT Score



Overall satisfaction in November increased +4.6% points to 63.8%, the highest result seen to date. The CSAT score for November is 3.70.

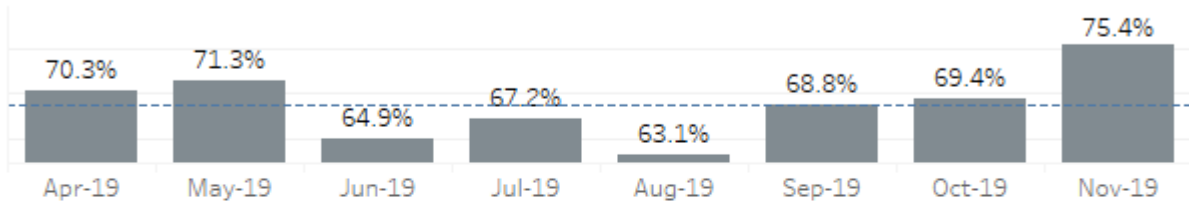


**Force: Total ASB User satisfaction**

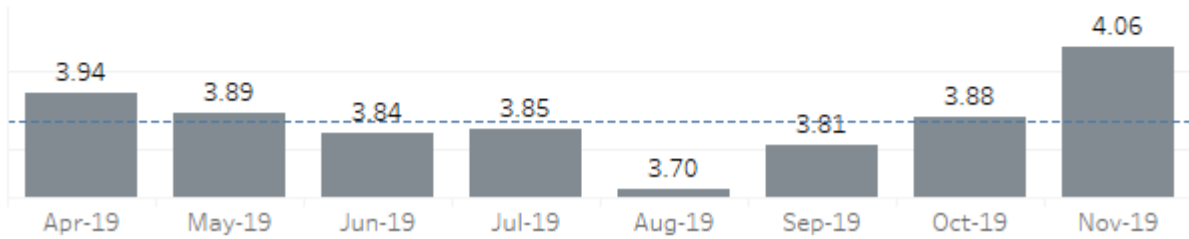
As mentioned above ASB overall CSAT score (taking into account all results):

Comparing latest monthly data *(this is a new measure since April 2019)*

**Force: ASB overall satisfaction**



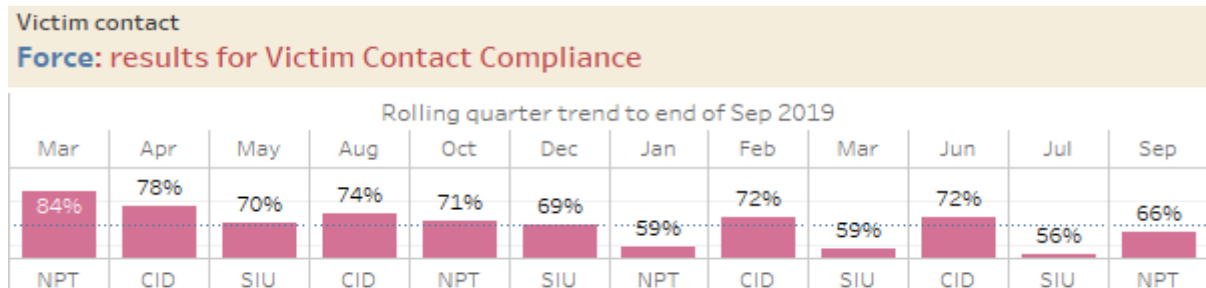
**Force: ASB overall satisfaction CSAT Score**



ASB Overall satisfaction in November increased +6.0% points to 75.4%, the highest result seen to date. The CSAT score is notably high this month for ASB at 4.06.

**Force: Rolling quarterly results for Victim Contact Compliance**

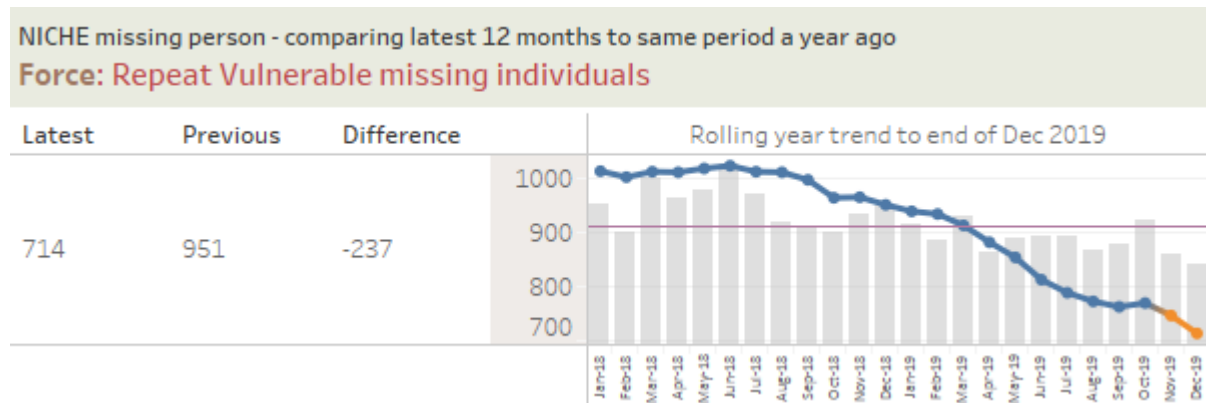
The methodology for victim contact compliance has changed significantly since the measure was first put in place. The chart below shows the compliance results for each department reviewed over the last 18 months.



## 4. Preventing Harm

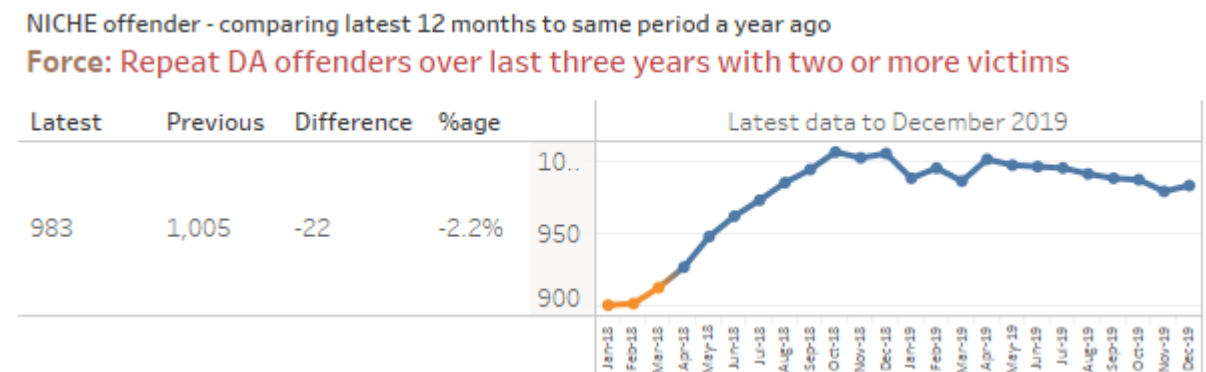
### Force: Repeat Vulnerable Missing Individuals

The volume of vulnerable missing individuals over the last 12 months to December 2019 is 714, a decrease of 237 on the volume recorded in the 12 months to December 2018. Latest rolling year volume is relatively significant. As seen in the chart below, this continues the excellent downward trajectory of the last year; a result of greatly improved partnership working and the embedding of the SHIPP programme.



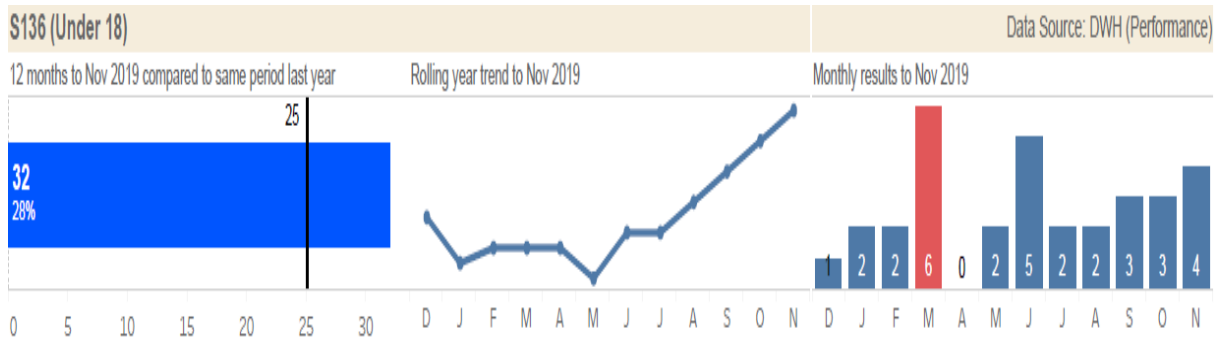
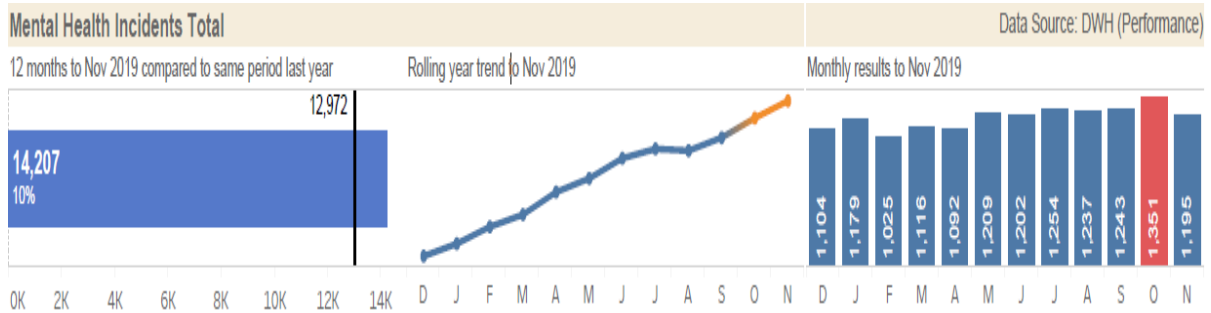
### Force: Repeat DA offenders over the last three years

The 12 months to December 2019 shows the force has 983 repeat DA offenders which is down very slightly (-2.2%) compared to the 12 months to December 2018 (1,005).

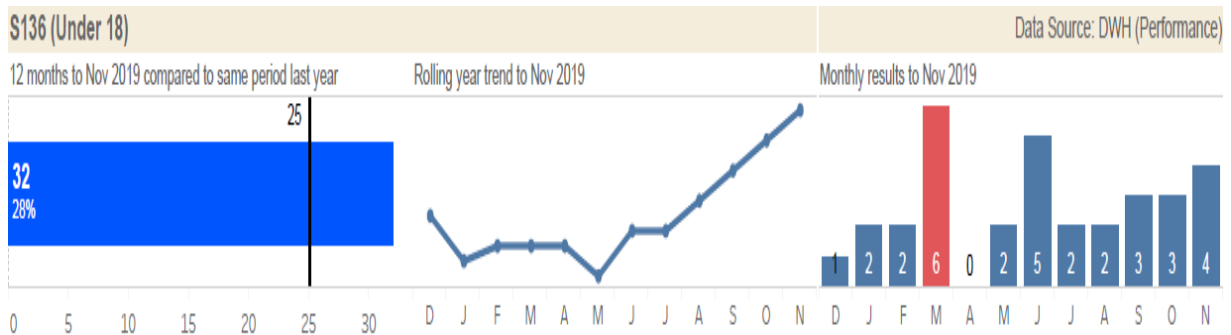


### Mental Health

Surrey Police continues to see a rising trend in the number of calls it receives relating to mental health concerns. Deployment of police resources to these incidents is, on average, 40%; indicating that the significant majority of these calls do not fit the requirements for police attendance. Work is ongoing alongside the Surrey and Borders Partnership (SABP) single point of access to provide a more effective system to refer calls into appropriate mental health services. An agreement has been established which enables Surrey Police to contact the SABP crisis helpline to access support and advice which will provide a more effective response to those contacting Surrey Police who have been assessed as requiring mental health services.



Following four successive years of reduction in the use of s136 within Surrey it is expected that the use of s136 will slightly increase for the period of 2019/20. A small but significant increase has been identified in the use of s136 for under 18's. Work is being conducted in the Force to create a greater understanding of this issue and to determine the possible reasons for this increase. It is worth noting that nationally the use of s136 by police is significantly increasing. Surrey Police continues to work with key partner agencies to reduce the use of s136 and initiatives such as the Surrey High Intensity Partnership, Joint Response Unit and AMHP diversion scheme are recognised as being key tools in managing this demand.



The Force now utilises a cohort of police hospital SPOC's to support the demand placed on the force by incidents within hospitals. These SPOC's attend regular operational review meetings at each hospital in Surrey and act as a conduit for any communication between police and the NHS hospital trusts. This system has proven particularly successful when reviewing incidents of missing or "Absent without leave" (AWOL) patients. This is an extension of the ongoing partnership approach to managing mental health. This work also includes multi agency policy and procedure, joint operational activity and review and strategic overview via the county wide Crisis Care Concordat.

## 5. Making Every Pound Count

Financial Monitoring at 30<sup>th</sup> November 2019

### 1. Overview

- 1.1. Surrey and Sussex Police have a combined revenue budget totalling £522.6m, the majority of which is allocated to the individual Force Chief Constables to deliver their operational demands.
- 1.2. The total operational delivery budget for Surrey is £233.0 for 2019/20. Against this the forecast outturn position is £232.5m resulting in an underspend totalling £0.5m.

Force	Total 2019/20 Budget £m	2019/20 Operational Delivery Budget £m	2019/20 Operational Delivery Forecast £m	Variance £m
Surrey	235.1	233.0	232.5	(0.5)
Sussex	287.5	288.3	290.6	2.3
<b>Total</b>	<b>522.6</b>	<b>521.3</b>	<b>523.1</b>	<b>1.8</b>

- 1.3. The combined Surrey and Sussex Police capital budget including schemes carried forward from 2018/19 totals £60.9m. The Sussex capital budget includes revenue costs relating to the capital programme and are reported as Capital and Investments. The table below shows the Surrey outturn forecast underspending by £0.3m. The PCC's for both Surrey and Sussex allow for a flexible capital budget which is managed over a rolling 2 year period enabling schemes to be bought forward or deferred.

Force	2019/20 Capital Budget £m	2019/20 Capital Forecast £m	Variance £m
Surrey	20.6	20.3	(0.3)
Sussex	37.3	40.2	2.9
<b>Total</b>	<b>57.9</b>	<b>60.0</b>	<b>2.6</b>

### 2. Summary

- 2.1. The Force continues to forecast an underspend on the revenue budget of £0.5m for the year. There are variances within the budget, pay is underspent overall with a cost pressure on police overtime which reflects the level of events and incidents during the year. There were a string of events in Summer 2019, including Op Foreland, the Derby and protests in the country.
- 2.2. Police officer numbers are increasing as the recruitment plan delivers and the police staff budget is forecast to underspend.
- 2.3. The non pay costs including income are slightly under budget in total, with cost pressures in premises mainly due to the earlier than planned purchase of the new HQ. Improvements to police stations and transport are experiencing higher maintenance costs. The underspend in Supplies & Services has provided the

opportunity to fund the purchase of Airwave handsets which are beyond their expected life.

2.4. The precept investment was for an additional 104 posts and the forecast is that Surrey Police will reach 121 by March 2020, noting some of these are short term to enable a return to the planned numbers.

2.5. The efficiency plan to save £2.8m has been fully delivered.

2.6. The capital plan is forecast to underspend by £0.4m which is mainly from estate works which is due to timing and budget will be carried forward.

And please see attached paper - Force Financial Report Month 8 2019/20.

## **6. A Force Fit for The Future**

### **Estates Strategy**

Following the purchase of a site in Leatherhead in March 2019, a programme team is being established and plans developed to take forward the design and delivery of a new Surrey Police HQ and operational base with completion due by April 2024.

The new site will become an operational hub housing specialist teams, as well as Chief Officers, their senior leadership team, the support and corporate functions and the training facilities. It will replace the existing Mount Browne HQ and Woking Police Station, in addition to replacing Reigate Police Station as the main Eastern Divisional base. Further sites which currently house specialist units will also be moved to the new location.

Guildford and Staines Police Stations will be retained, accommodating Western and Northern Divisional teams. Neighbourhood Policing Teams will continue to operate from all eleven boroughs, including Woking and Reigate.

In addition to ensuring construction of the building within time and budget parameters, the new facility will be required to support a wide range of outcomes related to user experience, ongoing building operations, and economic and environmental sustainability factors. Following consultation with specialist advisors, a number of delivery principles have been established which will be adopted to ensure the programme has adequate focus across the full range of required outcomes throughout the design and build process. A Programme Director with appropriate experience and expertise is currently being recruited to lead the new HQ project, following which, a concept architect and specialist support team will be appointed to commence concept design and site master planning. It is anticipated that the new facility will be ready for occupation in 4 years' time.

The construction project forms part of the 'Building the Future' Programme which is an integrated People, Place and Technology strategy that will transition Surrey Police to new ways of working and provide new working environments which will enable staff and officers to achieve their potential and give the best possible service to the public.

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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 Force Performance Board chaired by the Deputy Chief Constable.

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**Attachments/ Background Papers:** Force Financial Report Month 8 2019/20

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